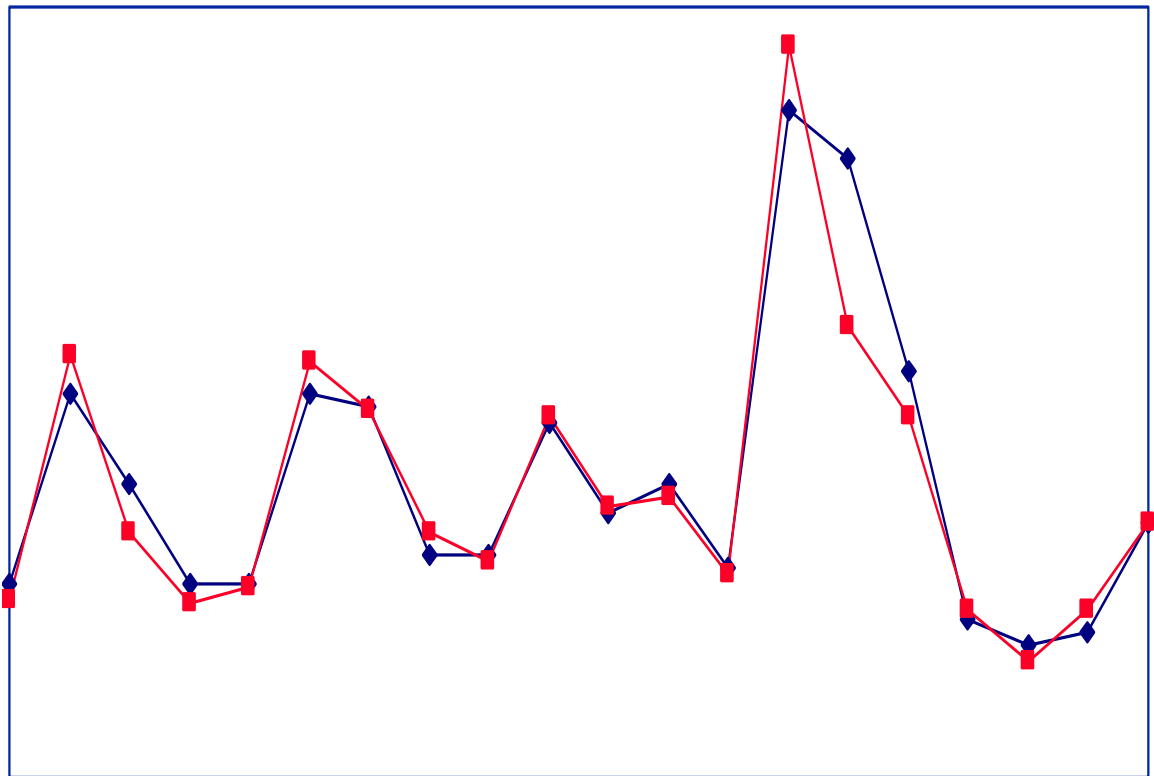# Civilian Human Resources

FY04 ANNUAL EVALUATION

Office of the Assistant G-1 for Civilian Personnel Policy

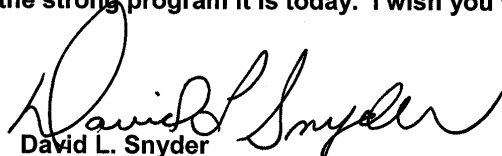*From the Assistant G-1 (Civilian Personnel Policy) to our Stakeholders:*

A s I write this year's message, Civilian Human Resources programs are undergoing sweeping changes, and many innovations are on the table. Paramount among them is the National Security Personnel System that will provide a whole new foundation of policies and procedures for CHR administration and management.

Organizationally, we are also involved in big changes. In October 2003, the Civilian Human Resource Agency assumed management control of the local Civilian Personnel Advisory Centers. The Centers are now an integral part of each of the eight civilian personnel regions. Another change that occurred in October 2003 was the merger of the Army Personnel Command and the Army Reserve Personnel Command to form the U.S. Army Human Resources Command (HRC). This merger is part of a larger Army transformation plan that will eventually re-engineer all phases of military and civilian human resource management.

We continue to seek approval of significant new concepts in civilian career management. The Senior Army Workforce (SAW) is such a concept and represents a major step forward for civilian senior leader management. Initially, the SAW will include over 10,000 civilians, a number which will increase as more functional responsibilities are transferred to the civilian workforce, permitting soldiers to be assigned to the operational force. The five key components of the SAW foundation are Central Management, Training and Development, Multifunctional Career Tracks, a Competency Based System, and Central Selection.

In keeping with the ongoing drive to provide world-class automated resources and tools, we will soon be replacing the Civilian Personnel Online with a one-stop Internet portal that will provide applicants, personnelists, and managers with seamless and secure access to all of our worldwide applications and information resources.

With my retirement, this, regrettably, is my last CHR Annual Evaluation submission to you. I am proud of the work we have done for the Army. Together we have made CHR the strong program it is today. I wish you well.

David L. Snyder

The Premier Provider of Civilian Human Resource Services Supporting the Soldier, the Army and the Nation

Civilian Human Resources (CHR) FY04 Annual Evaluation

C o n t e n t s

Performance Indicators

Contents

C o n t e n t s

Appendix

Executive Summary

The FY04 *Annual Evaluation* assesses the effectiveness of Army's civilian personnel system -- from the morale, quality and representation of the work force to the effectiveness of personnelists and managers. Where possible, performance was measured against objectives. For some indicators, where objectives were not available, we compared Army performance against DOD and Government-wide data. Whenever possible, we used historical data for perspective. Key findings are reported below.

Cost/Efficiency

- Servicing ratios improved. While the number of operating-level personnelists stayed about the same, the number of administrative support decreased by 42%. The decrease is primarily due to TDA reorganizations. (pages 1-4)

- Overall civilian strength (military function) increased and was 913 employees above target. (page 5)

- Civilian personnel productivity per operating personnelist and per serviced customer improved by 29% and 20% respectively. (pages 6-7)

CPA Effectiveness

- Customer satisfaction: improvement continues. Supervisor customer satisfaction is up approximately 26% over the last two survey cycles. Employee customer satisfaction is up almost as much (21%). (page 8)

- Timeliness of benefits processing: average processing time met the objective in each of the four quarters in FY04. Army exceeded the OPM standard by a wide margin. (page 9)

- Timeliness of filling jobs: average fill-time dropped by 9 days from 50 to 41. Five years ago, average fill-time was 73 days. (page 10)

- Regulatory and procedural compliance: Army met the staffing objective but fell far short on the management-employee relations objective. (page 11-12)*

- Data quality: Army met the all three OPM, HQ ACPERS, and DCPDS data quality objectives. (pages 13-15)

Management Effectiveness

- Grade and assignment accuracy: grade accuracy improved and is above the 90% objective for the fifth year in a row. Assignment accuracy, however, is lower than the 90% objective for the fifth year in a row. (pages 16-17)*

- Regulatory and procedural compliance of TAPES: we continue to improve, however, management still lags in this area, missing the objective for the fifth year in a row. (page 18)*

- Labor-management relations: Army continues to do well in avoiding Unfair Labor Practice complaints. As for arbitration decisions, 55% favored management, 28% were either split/mitigated, and 17% favored the union. (pages 19-20)

- Classification appeals: the number of appeals continues their long-term declining trend. Declines are at their lowest point in at least twelve years. Although Army did not meet the 90% objective, it would have if one more appeal were sustained. (page 21)

- Controlling Federal Employees Compensation Act claims and costs: FY04 DOL chargeback costs decreased by 3.7 million over FY03. Lost time and long term injury claims rates increased substantially in FY04. (pages 22-23)

- Estimating ACTEDS intern needs and executing allocated resources: Army executed 100% of its allocated ACTEDS intern dollars and workyears. (page 24)

- Identifying emergency essential employees: For the second year in a row, Army did not meet the 90% objective. (page 25)

Work Force Morale

- Morale: In FY01 morale improved across all dimensions, and in some areas dramatically. The most recent FY03 survey shows morale continuing to hold at FY01 levels. Improvements over baseline objectives were met for all morale items. Supervisor morale is higher than employee morale. Employees and supervisors are relatively satisfied with their jobs, careers, co-workers, training and development opportunities and supervisors. Career satisfaction is lower than job satisfaction. Employees are relatively dissatisfied with awards and recognition, disciplinary procedures, and promotion systems. (pages 26-36)

- Formal grievances: The number of formal grievances continues to be at multi-year lows. (pages 37-38)

- Percent DA final findings of discrimination: The FY04 percentage continues to drop and is now at approximately 3.9%. Most complaints are resolved locally. (page 39)

Work Force Quality

- The education level of civilian Army professional, technical, administrative, and clerical employees has been reasonably constant since FY92. Army's education level was similar to that of DOD but was lower than that of the Federal Government. Army's education level for professional series was nearly identical to that of DOD and that of the Federal Government. Approximately 78% of centrally funded interns and 91% of locally funded interns had college degrees in FY04. (pages 40-43)

- The rate of incentive awards is higher than the Federal Government and lower than DOD. (page 44)

- Army's rate of disciplinary and adverse actions continues to be lower than DOD or Federal Government rates (page 45). Within Army, the rate of disciplinary and adverse actions is lower for minority than for non-minority employees. (page 46)

Work Force Representation

- Army's percentage of minority employees was approximately the same as last year's. The percentage has increased slightly since FY93. It was approximately the same as the DOD percentage but lower than that of the Federal Government. (pages 47-49)

- Army's percentage of female employees was the slightly lower than last year's. The percentage is about the same as it was in FY93. It was about the same as the DOD percentage and about five percentage points lower than that of the Federal Government. (page 50)

- Army's percentage of disabled employees increased slightly, but is still within one percentage point of where it was in FY93. It was slightly lower than the DOD percentage but higher than that of the Federal Government. (page 51)

- Army's percentage of female intern new hires continued to be higher than local interns. Local intern female new hires increased by seven percentage points. (page 52)

- Army's percentage of minority DA interns and local intern new hires increased in FY04. (page 53)

- Army's percentage of FY04 female new hires was two percentage points lower than FY03. This continues the downward trend of female new hires in the past five years. (page 54)

- Army's overall percentage of FY04 minority new hires increased by one percent overall in FY04 with most of the gains coming from black new hires. (page 55)

*Findings based on USCPEA site visits do not represent total Army performance.

Introduction

The FY04 *Annual Evaluation* continues the evaluation philosophy underlying the FY96-03 *Annual Evaluations,* which represented a shift in the approach to program evaluation by the Office of the Deputy Assistant Secretary of the Army (Civilian Personnel Policy) (ODASA (CPP)). Beginning in FY96, ODASA (CPP) has evaluated Civilian Human Resources (CHR) from an Army-wide perspective, focusing on program outcomes and results. It is part of a larger effort to improve business practices in the Army civilian personnel program.

The *FY04 Annual Evaluation* continues to balance the various aspects of CHR, from the effectiveness of service delivery on a year-to-year basis to how well Army supervisors and managers exercise their responsibility to lead and care for the civilian work force. Analyses presented here provide critical feedback necessary for sound policy decisions, strategic planning, and guiding the CHR program successfully into the future.

Organization

The *Annual Evaluation* consists of the following sections:

- **Executive Summary** - A synopsis of the evaluation of all elements within the *Annual Evaluation.*

- **The Year in Review** - A narrative of events impacting on the CHR program and the civilian work force in FY04. The Year in Review is non-evaluative but provides context for the analyses presented in subsequent sections.

- **Performance Indicators** - Report on CHR performance against 50 indicators designed to inform the Army leadership about the health of the CHR program. The indicators are divided into six categories: Cost/Efficiency, Effectiveness of Civilian Personnel Administration, Effectiveness of Civilian Personnel Management, Civilian Work Force Morale, Civilian Work Force Quality, and Civilian Work Force Representation. Performance data are presented graphically with accompanying analyses.

- **Appendix** - Provides raw data used in the performance indicators. Major Command (MACOM) and Region breakouts of the data, where available, are included in this section.

Performance Indicators

Performance indicators for the *Annual Evaluation* are the result of an extensive review of the professional literature on program evaluation, discussions with functional experts at Headquarters, Department of Army (HQDA), and staffing with the MACOMs. The criteria used to select these indicators were spelled out in the

Evaluation Plan (Appendix D to the *FY97-98 CPA/M Strategic Plan*). In brief, the indicators are intended to:

- Evaluate the CHR program overall, without breaking out Civilian Personnel Advisory Center (CPAC) and Civilian Personnel Operations Center (CPOC) responsibilities.

- Measure areas beyond the direct control of the CHR function (e.g., civilian work force morale), emphasizing that Army managers and supervisors share in the responsibility to develop and care for the civilian work force.

- Impose minimal burden on the field in terms of additional reporting requirements. Almost all of the data for the indicators were obtained through automated sources.

- Set quantitative performance objectives for as many of the indicators as possible. Throughout the evaluation, the term "objective" is used to mean the threshold below which an intervention or special study may be necessary. It is a "trip wire" to warn of potential problems, rather than a "goal" which, arguably, should always be 100% (accuracy, compliance, satisfaction, etc.).

- Present facts without undue analysis or interpretation. Special studies are needed to determine the reasons for most of the trends identified.

Notes on Methodology

Definition of Work Force

Except as noted, work force data in the *Annual Evaluation* are shown for Army U.S. citizen appropriated fund employees in military and civil functions. Army National Guard Technicians are not included, unless otherwise specified.

Performance Indicators

- **Regulatory and Procedural Compliance Indicators –** U.S. Army Civilian Personnel Evaluation Agency (CPEA) on-site surveys provided data for the items dealing with regulatory and procedural compliance (performance indicators 2-4, 2-5, 3-1, 3-2, and 3-3). FY89-92 data result from CPEA's normal review cycle. FY93-94 data are not available because CPEA conducted only special studies during those years. FY95-00 data are based mainly on CPEA's regionalization-related reviews. The FY01-04 data are based again on CPEA's regular cycle of personnel management evaluations.

  Since CPEA selects review sites based upon MACOM affiliation, with the intent of surveying each MACOM on a regular basis, it makes no attempt to create a sample representative of Army as a whole. This MACOM "bias" in the sample must be kept in mind when comparing data across fiscal years. The data, taken it total, forms a reasonably

representative sample of Army. However, since CPEA did not develop its yearly review schedules with the goal of providing Army-wide data that could be compared across fiscal years, this report attempts to draw only general conclusions from CPEA survey data.

- **Morale Indicators –** We collected data for workforce morale and customer satisfaction (performance indicators 2-1, 4-1 through 4-11) from the Army Civilian Attitude Survey. Army administered this survey biennially to random samples of civilian employees and supervisors from FY77 to FY96 and annually from FY97 to FY01. In FY01, Army surveyed its entire US-citizen civilian workforce in appropriated and non-appropriated fund positions via the internet. Army did not survey its workforce with the Army Civilian Attitude Survey in FY02. Instead it returned to the traditional biennial survey administration and focused on using survey results for change management. In FY03 Army again surveyed its entire US-citizen civilian workforce using a web-based survey instrument.

  Performance indicators do not report results of individual survey items but rely on composites of items that measure the same concept. Individual survey item results are found in the Appendix.

  Morale indicator 4-14, Equal Employment Opportunity (EEO)

Complaints was collected from the EEO Compliance and Complaints Review Agency (EEOCCRA).

- **Work Force Representation –** We provide three general indicators of representation and four demographic indicators of new hires and interns. Readers requiring more detailed breakouts should contact Army's EEO Agency.

- **Categorization of Performance Indicators –** Functional experts at HQDA placed indicators into the various categories (e.g., Civilian Personnel Administration Effectiveness, Civilian Personnel Management Effectiveness). In some instances, the placement has significant implications regarding the roles of CHR professionals. For instance, items 3-1 and 3-2, measuring, respectively, grade and assignment accuracy, are considered in this evaluation to be management responsibilities.

The Next Step

We will use evaluation results presented here in developing the next HQDA CHR operational plan. Where program performance falls below established objectives, we will recommend either policy interventions or special studies to determine causes of below-par performance.

FY04: The Year in Review

Army's Civilian Work Force

Army civilians are an integral and vital part of the Army team. They perform critical, mission-essential duties in support of every functional facet of Combat Support and Combat Service Support both at home and abroad. Army civilians serve beside Soldiers to provide the critical skills necessary to support combat systems and weaponry. In FY04 over 1,950 Army civilians processed through the CONUS Replacement Centers at Fort Benning, Fort Bliss, and Fort Sill for deployment to at least 54 countries around the world in support of Operation Enduring Freedom/Operation Iraqi Freedom and the Global War on Terror.

The Army is transforming to meet the new world requirements after the Cold War Era. This transformation requires military to civilian conversions to free military that are essential to manning our new brigade combat teams/modular army. FY04 has ended with an increase in civilian end strength of 1.0K over the authorized strength of 226.2K (military functions only, including foreign nationals employees and Military Technicians). FY04 military end strength held steady at 499.5K, just 242 over FY03. Military end strength is down 35% and civilian end strength is down 44% from FY89.
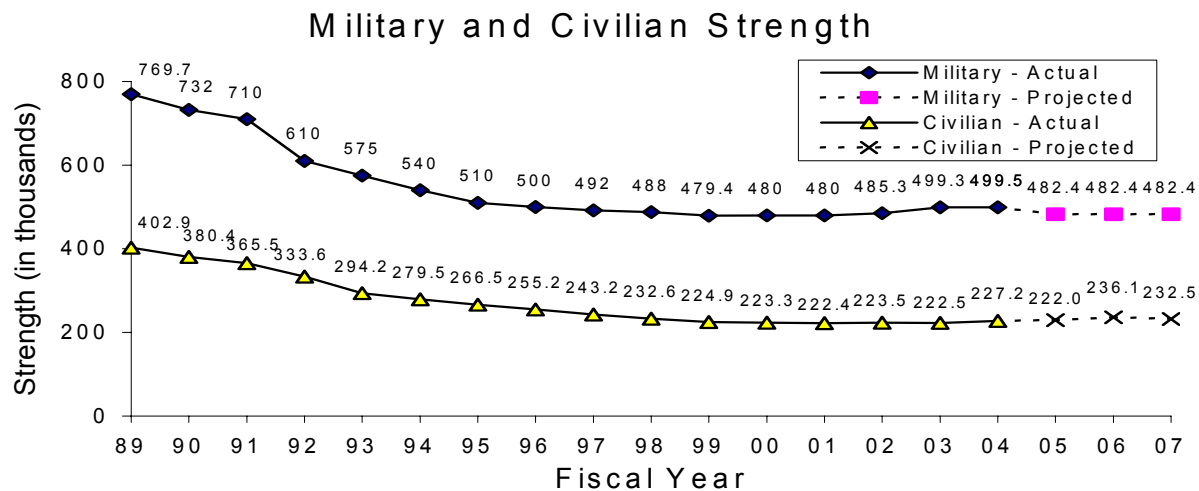
Source: SF113A Report (civilian actual), SIDPERS (military actual) FY05 President's Budget (projected).

Figure 1. Military and civilian forces over time

The Civilian Human Resource (CHR) community (see performance indicator 1-4 for definition) lost 214 positions (decreasing to 3,550 from 3,764) during the fiscal year, due to a 42% decrease in administrative support positions. Overall, the CHR work force has reduced 51% percent from its FY90 strength of 7,248.

The Army gained more civilians than it gained in FY04 (see Figure 2) when civil functions are included. The average age and tenure of the

Army Civilian Gains and Losses, FY04
(Military and Civil Function)*

34,310 Gains

FY04 Army Civilian Workforce (202,362)

29,059 Losses

*Includes USDH Appropriated Fund employees (full-time, part-time, and intermittent; temporary and permanent; Military and Civil Functions). Gains include return to duty. Losses include leave without pay.

Source: WASS
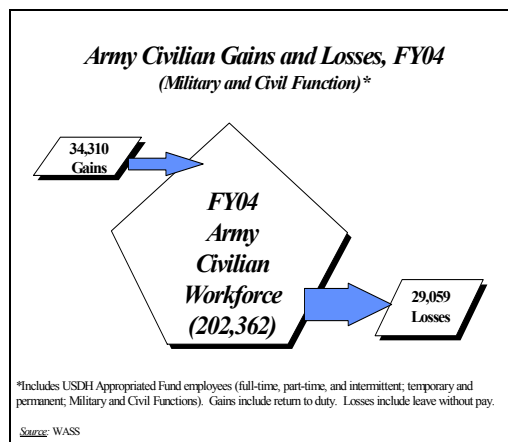
Figure 2. Army civilian gains and losses during FY04

Army civilian workforce has increased since the drawdown began. Average age increased from 43 in FY89 to 47 in FY04. Average years of service increased from 13.5 in FY89 to 16.4 in FY04. There were 23,952 retirement-eligible (defined as optional retirement, not including discontinued service, voluntary early retirement, or Federal Employee Retirement System reduced annuity) Army civilians at the end of FY04. This represented 11.8% of the work force. That is an increase in both absolute numbers (there were 22,585 eligible in FY03) and in percent of work force (11.4% in FY03).

Senior Army Workforce (SAW). The SAWMO continues to refine policies, procedures and business processes as we prepare to manage the career development, education and assignments of senior leaders. The SAWMO is actively engaged in integrating its policies with those of the upcoming National Security Personnel System (NSPS). We developed SAW Business Process Maps, Automation Plans, and NSPS-aligned timelines for many proposed SAW processes. We also created a website, introductory video, program updates, synchronization with NSPS direction and planning, and career mapping workshops. More detail can be found in the SAW website at https://cpol.army.mil/library/sawmo.

Plans and Strategies Division (PSD)

Civilian Human Resources Activity Based Costing System (CHR-ABC). CHR-ABC has been in operation for more than a year at each CPOC and CPAC. All users are entering daily time and activity information correctly in the system. This year we added Resumix and Army Benefits Center – Civilian (ABC-C) activities. We decreased help desk requests and improved response time by moving the system to a new server, and improved the quality and accuracy of Request for Personnel Action (RPA) reports by removing time and activity data for employees moving between personnel offices or leaving. Efforts are underway to align CHR-ABC with the Integrated Definition Model/Task Listings (IDEF) so that we can compare the way we did business pre and post-NSPS implementation.

President's Management Agenda (PMA). The HR community fully embraced the PMA and steadily improved each quarter in implementing the Strategic Management of Human Capital – one of the five initiatives under the PMA. Under the PMA Scorecard, agencies are rated against seven criteria for Strategic Management of Human Capital. Using a stoplight grading system of Green, Yellow, and Red, Government agencies and Defense Components are rated quarterly. By the end of FY04, Army received an overall score of Green in the human capital initiative. This means we received at least four Green ratings out of the seven factors.

Well Being. PSD and the DA G-1 Well Being Division are co-chairing the Well Being DA Civilian Constituency Planning Group. The quarterly planning group will identify needs and potential civilian initiatives to include in Well Being. The group's primary focus is on career, worklife/workplace balance, and health and fitness issues for DA civilians.

FY03 CHR Annual Evaluation. We published the web version of the FY03 CHR Annual Evaluation at http://www.cpol.army.mil/library/civplans/03eval/index.html. MACOMs, CPACs, CPOCs, and staff offices received hard-copy versions.

CHR Metrics. CHR performance indicators appear in various balanced scorecards (e.g., the Army and G-1 Scorecards contained in the

Army Strategic Readiness System (SRS)). In the G-1 Scorecard we measure Civilian Satisfaction Survey Results, Time to Fill, Rate of Turnover in the Civilian Workforce, and Voluntary Separation Rates By Tenure. We are working on adding two new SRS metrics to measure progress in the Military to Civilian (Mil to Civ) conversion initiative. One Mil to Civ metric measures how many Mil to Civ actions have commitment dates. The second Mil to Civ metric shows how many Requests for Personnel Actions received from the MACOMs and how many of these actions remain unfilled.

CHR Strategic Planning. PSD revised the CHR FY 04-11 Strategic Plan based on a DoD memorandum advising us to synchronize it with budget and legislative initiatives and a General Accounting Office (GAO) critical review of the FY 02-07 Strategic Plan. Our revised plan aligns CHR goals and objectives with overall Army mission and includes results-oriented performance measures. It embraces the President's Management Agenda (PMA) concept and cascades top-down from OSD's CHR Strategic Plan and the Army's G-1's Strategic Plan to the MACOM's CHR Strategic Plans. We published the plan during the second quarter of FY04. In addition, we are working on a Strategic Workforce Planning document based on the MACOM's workforce revitalization efforts linking hiring plans to projected requirements.

Conversion of Military to Civilian Positions. At the end of FY04, the

Acting Secretary of the Army approved the conversion of 8,360 military positions in FY05. However, approximately 1,100 of these conversions have been deferred. The Army is transforming to build and sustain at least 43 Active Component (AC) combat brigades. Military to civilian conversions are a critical part of "kick starting" the additional modular (e.g., interchangeable) brigades. In civilianizing non-military essential missions performed by military personnel, Army will enhance force capabilities, reduce stress on the current force by spreading the operational tempo over more units, enable the transition to a future force and increase agility by creating modular units. The Army has documented 6,853 positions for conversion in FY05, ramping to 9,769 from FY06 to FY09. The Army's objective is to convert approximately 15,000 military positions to civilian performance.

Continuity of Operations Plan. We updated and tested our functional HQDA Civilian Personnel Policy Continuity of Operations Plan (COOP). We tested, funded, and purchased an Alternate Automation Network to work from other locations in FY04. Installation is scheduled to begin in Q1 FY05.The basic COOP document outlines procedures for business recovery following an emergency or disaster causing significant disruption of capability for an extended period of time.

Exit Survey. By the end of Q3 FY04, over 5,100 Army employees and supervisors had taken the exit survey. Exiting employees reported chances for future promotion, organizational rules and policies, and job stress as the most influential reasons for leaving Army. Although still the number one reason, the influence of promotion opportunities has decreased steadily since FY00. On the other hand, the influence of higher level managers, job stress, and organizational rules and polices has increased over the last three fiscal years. Those who left reported government benefits and "the customers" as their least likely reasons for leaving.

Civilian Personnel Evaluation Agency (CPEA)

Personnel Management Evaluations (PMEs). CPEA conducted PME of the Northeast and North Central Regions to assess the performance of personnel management roles and responsibilities by management and civilian personnel officials. CPEA visited the US Army Corps of Engineers Baltimore District, US Army Garrison and Carlisle Barracks, US Army Communications-Electronics Command and Fort Monmouth, Letterkenny Army Depot, US Army Garrison and Fort Detrick, and the Northeast CPOC. The North Central Region visits covered Fort Sam Houston, Fort Myer, Fort Meade, Rock Island Arsenal, and the North Central CPOC.

Workforce Analysis and Forecasting Office (WAFO)

Workforce Analysis Support and Civilian Forecasting Systems (WASS/CIVFORS). WAFO stood up the Workforce Revitalization site in FY04. This site projects hiring needs based on MACOM-targets and represents an intense effort on behalf of both CHR and MACOM communities. We are well underway in developing an enhanced second version of the site that will provide major subcommand (MSC) views of hiring needs along with remapped Unit Identification Codes (UICs). WAFO focused on WASS and CIVFORS training delivery in FY04. We revised training content and increased the number of training sessions. We also constructed a draft competency database and obtained approval for our Business Initiatives Council (BIC) initiative for aligning faces to spaces. WAFO implemented several enhancements to WASS/CIVFORS. We added organization codes, realigning WASS data, provided access to installation level forecasts, added Foreign Nationals to the CIVFORS database, and created point of click "run my forecast for my population" functionality).

Policy and Program Development (PPDD)

Voluntary Separation Incentive Pay (VSIP). Congress granted the Secretary of Defense authority to establish a permanent downsizing and restructuring VSIP and VERA program. The legislation limited the annual usage of VSIP to 25,000 within DoD. Out of that 25,000, Army was allocated 7,722 VSIPs. Army's total usage for FY04 was 2,978 VSIPs with 252 in the Q2, 1,281 in Q3 and 1,445 in Q4.

Base Realignment and Closure (BRAC). PPDD participated on both the DoD and Army BRAC Working Groups so that we could prepare and implement guidance and information pertaining to the 2005 BRAC. Both Working Groups are tasked with ensuring guidance and information is available to the workforce when the closures are announced.

Automated Staffing Suite. Deployment of the automated Delegated Examining staffing tool is a huge step forward in our capability to streamline, simplify and expedite the recruitment, examination and referral of external candidates. Until this deployment, this was a manual process. The new tool works with the Resumix system and provides a number of benefits for the HR community, selecting officials and applicants. It eliminates the need for hard copy resumes - external and internal candidates are rated against the same skill search, ensuring more uniform referral lists.

Army Continuum of Service Working Group (COSWG). PPDD participated as an active member of the COSWG during FY04. The COSWG is established to organize and further develop the Continuum of Service (COS), which was created by DoD. The Services are at times required to present their COS programs. The Army's COSWG objectives are to create new ways in

which military and civilian service can be performed to support Army missions and streamline existing processes that are barriers to seamless movement among the Army's components.

Coalition Provisional Authority (CPA) Termination. The CPA, terminated at the end of Q3 FY04, became the Iraqi Reconstruction Management Office within the State Department and the Project and Contracting Office in DoD. PPDD, in conjunction with OSD, is working with the Office of Personnel Management (OPM) to establish a new Schedule A authority to provide staffing flexibilities for these on-going mobilization missions.

Veterans' Recruitment Initiatives. PPDD participated in several veterans' recruitment initiatives throughout FY04 in Army and partnered with DoD, OPM, Department of Labor, and the Department of Veterans' Affairs. PPDD worked closely with the Army's Disabled Soldier Support System (DS3) to ensure that civilian employment assistance was readily available to disabled veterans and their family members.

Joint Task Force BRAVO. A Memorandum of Agreement (MOA) between the State Department and DoD through FY05 provides continuing U.S. Embassy support for JTF-Bravo's Local National (LN) employees. PPDD plans to transition these employees to direct hire Army employment during FY 05.

Employment of Civil Service Retirees. In FY04 DoD issued policy guidance granting the Secretary of Defense authority to hire and set the salary of newly appointed annuitants. Reemployed annuitants hired as a new appointment or as a conversion to a new appointment on or after November 24, 2003 shall receive full annuity and full salary. Prior to this policy, an annuitant's salary was offset by the amount of the annuity received for the period of employment, unless a waiver was approved. The policy also established a new employment criterion that is required for employment within DoD as a reemployed annuitant. Employment criteria includes items such as hard-to fill jobs, mission critical positions, positions requiring unique skills and jobs which are established to mentor less experienced employees.

Direct Hire Authority (DHA) for Medical Vacancies. For the third fiscal year, the Secretary of Defense was granted direct hire authority for eleven medical occupations.   The use of this authority in Army continues to be a success. Since May 2002, MEDCOM has used DHA to fill 2,011 jobs. During FY03, 788 new employees were appointed with average fill times of just under 18 calendar days. In FY04, MEDCOM used DHA to fill 793 jobs with average fill times of 16 days. This continued reduction in fill time is very significant when compared with the approximately 104 days to fill before DHA.

Title 38 Premium and Additional Pay. Army was delegated Title 38 special pay authorities for premium pay and on-call pay for selected medical occupations. With the Army leading, a tri-service OSD Task Force worked with DFAS to implement these pay authorities. The three Services continue to work on special pay authorities for head nurses, physicians, and dentists.

DOD Priority Placement Program. The North Central, Northeast, and West Civilian Personnel Operations Centers (CPOCs) conducted a six-month DOD approved test of Resumix to determine the qualifications of Army Priority Placement Program (PPP) matches to Army requisitions and to measure the potential for streamlining the process. During the test, a total of 146 registrants matched with 128 cases in which the PPP registrant had a Resume in the Resumix database. Of the 128 cases, results were the same in 110 of those cases under both the manual and Resumix qualifications determination methods. Army's preliminary finding is that the test needs to be expanded to allow more time and case experience before a final recommendation is made. In addition, expanded geographical, organizational, and occupational series coverage, to include acquisition workforce positions, is needed in order to gather sufficient data to evaluate reasons where case results vary.

We successfully concluded a three-year project to gain DOD approval to modify PPP procedures to one time

clear for Army Project and Product Manager critical acquisition positions filled by HQDA Secretariat board selectees. This eliminates a 1998 DOD requirement to request and work a reconstruction action covering at least six months prior to placement for every selectee.

Our collaboration with the Defense Civilian Intelligence Personnel System's (DCIPS) Intelligence Personnel Management Office resulted in DOD approval of a change in PPP policy to allow for noncompetitive grade band promotion in an encumbered position. The exception applies to a noncompetitive promotion to succeeding grade levels within the current grade band and within the employee's current line of work.

Military Spouse and Family Member Employment Opportunities. Army placed over 600 military spouses into jobs within the continental United States during FY04.

We helped the Civilian Human Resources Agency (CHRA) staff a civilian employment booth for delegates at the November 2003 HQDA Army Family Action Plan Conference.

We are in favor of a permanently implementing the Europe Command (EUCOM) Military Spouse Preference (MSP) Choice, a two-year pilot program approved by DoD. MSP Choice allows military spouses to accept temporary, term, time limited, intermittent, or flexible employment with U.S. Forces

without risking the loss of their MSP for permanent positions that become available at a later date. A DoD decision is pending on the implementation of MSP Choice, and other changes to DoD Military Spouse Preference Policy.

The U. S. Army Medical Command (MEDCOM) and the U.S. Army Medical Department (AMEDD) conducted a spouse and family member referral program test from February 2003 – February 2004. The Transition Employment Assistance for MEDCOM/AMEDD (TEAM) provides electronic advance notices to MEDCOM supervisors of incoming spouses and family members who will accompany military or civilian sponsors to new permanent assignments. By Q4 FY04, 129 family members have participated in various locations around the world with 45% receiving job offers.

PPDD partnered with the Army Spouse Employment Partnership and the Army Well-Being Liaison Office to provide easily accessible civilian employment program information to military families in a variety of venues. For example, the Army Community Service website (http://www.armycommunityservice.org/home.asp) contains access to the ASEP's Military Spouse Corporate Employment Opportunities page. Each participating partner provides a link to his or her company's employment information. CPOL's website link is featured as one of the military corporate partners. In addition, military and family member spouse employment information was

published in the Army Well-Being magazine, Winter 2003 issue, and FLO Notes, January 2004. The magazine is published in both hard copy and electronic formats. FLO Notes and the magazine are available to military families at http://aflo.org.

National Security Personnel System (NSPS). An OSD NSPS Program Executive Office (PEO) was established to design, develop, and implement the new DoD civilian HR system. A supporting Army staff was established, and a Program Manager designated to manage Army actions associated with NSPS design and implementation. Army conducted 32 Focus Group sessions to gather input for consideration by the NSPS Design Work Groups. Army had 12 participants on the Design Work Groups, a two-month effort to develop and evaluate potential design features. Army has DoD-wide lead responsibilities in the areas of Labor Relations and Appeals. The NSPS Requirements Document was developed to provide the basis for building the many facets of NSPS. Army organizations were nominated for inclusion in the first phase, Spiral One, of the implementation process.

Army Training and Leader Development Panel - Civilian (ATLDP-C). To provide a level of identification and purpose for the Army civilian, the ATLDP-C recommended the adoption and use of an Army Civilian Creed. We acted as lead agent in developing the Creed. The panel recommended the establishment of a Civilian Advisory

Board (CAB) to act as an advocate and represent Army civilian matters to the Chief of Staff of the Army (CSA). The board will also serve to strengthen the bonds between uniformed and civilian members of the Army and to highlight the importance of keeping Army civilian training and leader development at the forefront of Army priorities. The ATLDP-C recommended the publication of an Army civilian handbook that describes the roles and duties of the civilian and explains Army traditions and customs. The draft handbook has received Army-wide coordination and is scheduled for publication in early FY05.

Kushnick and Macy Awards. The William H. Kushnick and John W. Macy, Jr. award recipients received honorary awards for their innovative individual achievements or ideas for the excellence in the world of CHR Management. The Assistant Secretary of the Army for Manpower and Reserve Affairs presented the awards to Mr. Gregory A. Wert, recipient of the Kushnick Award, and COL Christopher G. Essig, recipient of the Macy Award.

Nick Hoge Award. The winners of the Nick Hoge Professional Essay Competition for 2003 were Ms. Karen Sullivan and Ms. Donna Bulger of the U.S. Army Research, Development & Engineering Command, Natick Soldier Center, Natick, MA. Their submission entitled, "A New Order Achieving a Culture of Performance", was a thought-provoking narrative clearly describing the use of performance

management to transform the civil service system culture of entitlement to a performance culture by enabling leaders to utilize an effective pay for a performance system with results-oriented, customer-focused, and collaborative objectives. Their essay won over very tough competition.

Configuration Control Board (CCB). Functionality requirements changed for the CCB on-line system. System Change Requests (SCRs) flow through the process electronically instead of manually. The enhanced capability includes e-mail application and notification messages to recipients at specific points in the business process. The system will create a similar report to hold the archived SCR's and a TAB was added for reviewing the status of each submission.

Integrated Definition (IDEF) Model/Task Listing. We staffed, finalized, and posted on CPOL an updated CHR IDEF/Model Task Listings, Version 1.2, and a new Local National Version. Additionally, we developed a Request for IDEF Change form and Standard Operating Procedures (SOP) to assist the HR community with future proposed changes to the IDEF.

CHR Doctrine. For the first time in Army history, with support of the MACOMs, PPDD and the USAREUR CHR Director developed doctrine covering all major aspects of the CHR program. Like military doctrine, the CHR Doctrine establishes principles and roles for operation of the program.

Army Civilian Human Resources (CHR) World Wide Conference. The annual CHR conference was held 9-13 August 2004 at the Gaylord Opryland Convention Center in Nashville, TN. Approximately 245 Army employees came together to explore the new horizons in Army CHR today. The program focus was on implementation of the National Security Personnel System (NSPS) and Military to Civilian Conversions. During the week, featured speakers included: the Assistant Secretary of the Army, Manpower and Reserve Affairs; the Deputy Under Secretary of Defense, Civilian Personnel Policy; and the NSPS Program Executive Officer.

Test and Analysis of Army and DOD Automated Systems. We conducted system testing and analysis on the Automated Staffing Suite, Resumix, HQ ACPERS redesign, Army Portal, IVRS, Civtracks, and DCPDS. DoD releases weekly patches for the DCPDS, which we tested for regulatory compliance and system functionality.

Oracle 11i Migration. Army, along with all DoD Components, completed efforts to transition to the web-based versions of DCPDS, Oracle 11i. With the upgrade to Oracle 11i, users can now access the DCPDS application via a standard web browser and take advantage of Internet technology and improved system navigation. Client server maintenance is no longer required because the software upgrades and/or patches do not have to be pushed out to individual users.

Data Quality Control Policy and Review. PPDD partnered with CHRA in developing reports to ensure quality control of the data in DCPDS. This includes Appropriated Fund, Non-Appropriated Fund, Local Nationals, and Army unique automated Human Resources Systems.

Personnel Management Information and Support System (PERMISS) Review. During FY04, PPDD completed a total content review of all the PERMISS articles located on CPOL. The articles are now scheduled for a quarterly review. Beginning in FY05, responsible action officers will document the date the content was last reviewed and place their initials onto each article for public viewing. We hope to improve PERMISS by ensuring all articles contain up-to-date and accurate information.

Update of Army Regulations (AR) in the 690 Series. MACOMs and DA staff offices reviewed the draft AR 690-XX. The Office of the Judge Advocate General currently is conducting the required legal review before we send the document to the Assistant Secretary of the Army (Manpower and Reserve Affairs) for approval and submission to the Army Publications Directorate for printing. The initial printing of AR 690-XX will contain chapters corresponding to the published chapters/subchapters of the DoD Civilian Personnel Manual. It will establish the framework for subsequent update of all Army ARs in the 690 series based

on a review that was initiated at the end of FY04.

Labor Relations (LR)

National Security Personnel System. HQDA's LR program co-chairing and participating on the NSPS labor relations working group. The working group, with representatives of the components and line managers, developed various labor relations options seeking to enhance the labor relations system. The options of the working group will ultimately be forwarded to higher-level management officials for review and approval. In addition to the development of labor relations' options, Army was actively involved in a number of meetings with the 41 national unions having representation within DoD.

Installation Management Agency (IMA)/Army Contracting Agency (ACA) Union Representation. The previous year's establishment of IMA and ACA organizations at the installation level resulted in the filing of numerous representation petitions. These petitions were aided by the previous distribution of joint stipulation and petition templates prepared by HQDA. Except for one organization where two unions were in dispute about the appropriate representation of the unit, all of the dozens of organizational changes were accomplished without any labor-management dispute. Given the magnitude of the reorganization within Army, this was a major labor relations' achievement.

Environmental Differential Pay for Exposure to Asbestos. A number of Army offices worked diligently in supporting the development and passage of legislation requiring that payment of environmental differential pay (EDP) and hazardous duty pay for exposure to asbestos be based on standards issued by the Occupational Safety and Health Administration (OSHA). The law now requires that all related administrative or judicial determinations regarding back pay entitlements subsequent to the date of enactment, November 24, 2003, be based on the OSHA standard. Previously, arbitrators were able to direct the payment of EDP back pay for any level of exposure to airborne asbestos, even levels far below the OSHA permissible exposure limit. These awards resulted in the unwarranted payment of millions of dollars of back pay. Arbitrators must now adhere to the OSHA standard to legally authorize EDP for exposure to asbestos. In addition to limiting unjustified EDP awards, the legislation gives commanders clear standards for determining when EDP is warranted.

Nonappropriated Fund Human Resources Policy and Program Office (NAF)

Publication of the AR 215-3. NAF revised the draft Army Regulation 215-3 to include the roles and responsibilities based on the creation of the NAF Division at CHRA, IMA, and other substantial program changes including the Uniform Funding and Management initiative.

Legislative Initiatives. A legislative change is underway that would allow NAF white-collar employees covered under the Fair Labor Standards Act (FLSA) the use of compensatory time in lieu of overtime pay for hours worked in access of 40 in a week. We are planning a new legislative issue that would provide portability for Army NAF employees who seek employment within DoD with other component NAF instrumentalities. This would be similar to the portability of benefits that are afforded for Appropriated Fund employees who move to NAF and NAF employees who move to the Appropriated Fund without a break in service of 3 days.

NAF Automation. We completed life cycle replacement of all Personal Computers (PCs) in the NAF Human Resources Offices (HROs) across Army. This was the first time that NAF HROs received DA-centrally funded PCs. We purchased and shipped 256 computers, monitors and keyboards over the course of two months. We will enhance the capability of our automation by having our requirements included in the productivity module. We received funding to begin collecting NAF data and applying CIVFORS/WASS to help us forecast future recruitment needs. Updates to NAF data in HQACPERS have been identified and requested. Data base quality improved by 14% due to the NAF Financial Services edit and reporting system that assists NAF HROs in locating and correcting data errors. We continue to work with the Community and Family Support Center (CFSC) to support an automated TDA for Army Morale Welfare and Recreation (MWR) that integrates NAF, Appropriated Fund and Local National positions worldwide and can produce a single TDA/PRD database. NAF created the Business Process Maps for sending NAF RPA's electronically and tested the process using the NAF HRO at Fort McCoy. Currently, NAF does not use the electronic RPA and will begin mandating and implementing the process across Army in FY05.

FASCLASS. We spent a great deal of time standardizing NAF Position Guides/Job Descriptions so they could be moved out of the PD Library and into FASCLASS. All the requirements for adding the NAF data to FASCLASS II have been completed and programmed. NAF assisted the DoD and ARMY MWR Child and Youth Services test Uniform Funding and Management in using the FASCLASS standardized position guides/job descriptions. DCPDS position data and FASCLASS II provide the ability to access active position descriptions and related information. This allows NAF HR managers to have similar system functionalities as their appropriated fund counterparts, excluding the ability to create position descriptions. We also helped DOD and Army MWR Child and Youth Services program proponents with establishing an all NAF workforce, and permitted the implementation and use of Unified Funding and Management authority.

Training and Leader Development. The Curriculum Advisory Board

(CAB) met and conducted video teleconferences in order to create the NAF HR Classification course. We conducted two NAF Basic Courses, one Generalist Course, the inaugural Classification Course, and one DCPDS course. These courses have been supplemented with VTT training that will be used to a much greater extent in FY 05. The DCPDS course was held in September 04 with another scheduled for October 04. The DCPDS course is centrally funded through HQDA NAF CPP. Classes scheduled for FY05 may be found by going to the CHRA website under NAF. CFSC provided central funding for the HR program for NAF personnelists without cost to the installation NAF instrumentalities. We plan to develop the first NAF specific MER/LR training in FY05.

Army Civilian Welfare Fund Office (ACWF)

Facilities Improvements. The ACWF continued to improve existing facilities by renovating two cafeterias at Anniston Army Depot and another at Redstone Arsenal. We budgeted over $2 million for the construction of new facilities at Redstone. Cost savings were realized by centralizing the procurement process.

Concessionaire Contract Partnerships. We partnered with private concessionaires to improve concessionaire operations and enhance return to the Post Restaurant Fund. We have been successful in negotiating favorable contract terms through negotiated agreements with suppliers and operational efficiencies.

Senior Executive Service Office (SESO)

Presidential Rank Awards. The President approved the 2004 Presidential Rank Award recipients in September. Of those nominated for the awards by the Secretary of the Army, 13 senior executives were selected as Meritorious Executives; and 2 Senior Professionals were selected as Meritorious Senior Professionals. They will be honored in a ceremony in March 2005. These winners continue Army's proud pattern of executive achievement. The Acting Secretary of the Army hosted a Presidential Rank Awards Ceremony to honor the 2003 winners.

Civilian Human Resources Agency (CHRA)

CHR-ABC. The Army's activity based costing system is currently being used by the CPACs and CPOCs. The plan is for CHR-ABC to be used by personnelists above the line level in Q3 FY05. Enhancements still to come include interface with the Defense Finance and Accounting Service (DFAS) for time and attendance. A CHR-ABC workgroup was formed to get feedback from the field and identify ways to better use information to support operational improvement and enhance decision-making. The group also looks for ways to make the system user-friendlier.

Army Deploys New Automated Staffing Tools. CHRA and HQDA deployed two new Army automated staffing tools - the automated

Delegated Examining (DE) tool and the Electronic Recruitment Case File tool. Over 60 one-day training classes were held prior to deployment to train over 900 employees involved in the DE staffing process. The automated DE tool allows managers to "weight" Resumix skills used in the examination process to ensure higher quality referrals. It eliminates the need for traditional "crediting plans" involving Knowledge, Skills and Abilities and eliminates the need for hard copy referral lists as they are generated electronically. Managers can now receive both internal and external referral lists simultaneously. The Electronic Recruitment Case File application completely automates and archives required documents used in the recruitment and examination process allowing the HR community to eliminate hard-copy files.

Support Our Friends in Iraq and Afghanistan (SOFIA) Recruitment Effort. We collaborated with DOD on recruiting Americans to serve their nation overseas in support of the citizens of Iraq and Afghanistan as they develop their democracies. An Army web site was developed and posted on CPOL. A working group was established at CHRA to manage the recruitment efforts. A CHRA/CPOC SWAT classification team created more than 200 position descriptions for a multitude of positions involved in performing reconstruction work in Afghanistan and Iraq. The project interfaced with missions of the Iraqi Coalition Provisional Authority (CPA), US Central Command (CENTCOM), the

Office of Reconstruction and Humanitarian Affairs, the Combined Joint Task Force, and international parties supporting the United Nations (UN) Security Council Resolution 1483. OPM agreed to prominently advertise our site and solicitation efforts on their USAJOBS site. The link provided a venue with Army where interested candidates could review various postings and apply on-line through the use of the Army Resume Builder. Thousands of job seekers applied; we issued 166 recruitment solicitations and 118 referral lists in support of the SOFIA recruitment effort. A total of 1646 candidates were referred to the CPA. DA supports the Multi-National Force-Iraq mission with consistent HR support to local commanders and deployed civilians. The deployed HR volunteers are assigned for a minimum of 179 days, working side-by-side with military counterparts. As more Army civilians are deployed to meet the growing reconstruction efforts in Iraq, additional HR resources will be required to provide advisory assistance.

Strategic Recruitment Website. CHRA implemented an initiative to energize the HR community in systematically forecasting, analyzing and developing plans to achieve the civilian work force necessary to support the Army mission. To facilitate this process a strategic recruitment plan was established to ensure input and involvement from all organizational levels. CHRA developed a recruitment web site that provides guidance and tools that will assist in meeting the Army

strategic challenges. The web site assists HR professionals in carrying out strategic recruitment initiatives and guides them in performing a strategic needs assessment by occupational skills needed, size, scope and timing of recruitment efforts; and developing comprehensive strategic outreach plans; these include recruitment strategies and financial obligations; measuring effects of outreach efforts and providing stakeholders with results. Included on the web site are links to staffing needs assessment tools such as WASS/CIVFORS, Army Regional Tools (ART), the CHRA Assessment Survey and the Staffing Plan of Action. Standard processes are identified for targeting specific recruitment sources. Job fair schedules, strategies and logistics are provided to assist the HR community when advising selecting officials on how to best target their recruitment efforts. The web site provides many tools to streamline the recruitment process including a database where users can post specific recruitment needs for others to review, post and review critiques of job fairs.

Local Resumix Grammar Initiative. CHRA initiated a program to build local Resumix grammar to improve the quality of candidate evaluation. We developed a comprehensive plan to identify roles and responsibilities, and established a proponent group to include members in regional CPOCs, CHRA and HQDA. HQDA will serve in an oversight function and market the grammar-building program with the MACOMs. In addition, HQDA will provide a central

location for a "skills handbook" with access to personnelists and managers. We are responsible for providing operational oversight, chairing the proponent group, developing operating guidance, reviewing and approving CPOC grammar submissions, establishing standardized naming convention for local skills, and developing grammar building in-house training. Each region designated a staff member to serve as resident expert for their region. The CPOC proponent will serve as the conduit for CPOC for additions to the Skills Handbook. Each CPOC will identify critical positions where referrals are not producing well-qualified referrals and where skills need to be refined/identified. The Central Resume Processing Center will act as a central site for developing local grammar syntax and ensuring newly established grammar meets requirements for loading in the Resumix Grammar Knowledge Base.

Resumix SOP. CHRA developed and issued guidance to CPOCs to standardize Resumix recruitment procedures. Guidance was provided to assist the regions in performing job analysis using Resumix and use of standardized procedures in extracting, refining and communicating skills search criteria with subject matter experts. We provided instructions to ensure uniformity in applying candidate evaluation procedures under Resumix such as performing resume searches, appropriate use of methods to determine highly qualified and best qualified candidates, ensuring standard

screening of resumes for eligibility and qualification requirements, area of consideration, time-in-grade, and specialized experience. Procedures were developed to assist staffers with developing vacancy announcements including the use of open continuous announcements and standard numbering conventions.

Support for the Stand-Up of the Installation Management Agency (IMA), Army Contracting Agency (ACA), Network Enterprise Technology Command (NETCOM), and the Civilian Human Resources Agency (CHRA). CHRA and the CPOCs aligned more than 33,000 civilian, GS, NAF, and LN Army employees at the beginning of FY04. All personnel actions were continually monitored and coordinated with DFAS to ensure actions were completed on schedule and without interruptions to employee pay.

Support to the US Army Research, Development and Engineering Command (RDECOM) and Chemical Materials (CMA) Agency Standups. CHRA and the CPOCs successfully realigned approximately 12,000 Army Materiel Command employees into the new major subordinate commands, RDECOM and CMA. Affected commands/sites included Natick Research Labs, the US Army Research Laboratory, US Army Tank Automotive Command, US Army Communications-Electronics Command, US Army Soldier and Biological Chemical Command, and Tank-Automotive and Armaments Command.

OCONUS Deployment of Pay Problem Reporting Tool. In an effort to capture statistics on pay problems being encountered, CHRA deployed a Pay Problem Reporting Tool to all CONUS CPOCs in FY03. In order to fully capture all pay problems, we expanded the tool to cover all OCONUS CPOCs in FY04. The tool has made the pay problems more visible and easier to track to for quick resolution.

Analysis and Guidance for Retroactive Pay Adjustment. The retroactive 4.1 percent pay adjustment required analysis of workload and tracking of retroactive corrections to intervening actions to ensure that all employees received the appropriated retroactive pay. The pay adjustment processing was spread over several weekends starting on March 13 through May 15 depending on the pay plan and pay rate determinant. A new automated keystroke emulation process was used to reduce the manual workload. The CPOCs completed over 44,000 retroactive corrections within 4 weeks of the pay adjustment processing. Over 80% were accomplished by keystroke emulation, which reduced the amount of errors and increased the speed of execution.

Conference on Defense Finance and Accounting Service (DFAS) Payroll Interface. All CPOCs sent representatives to the DFAS Payroll Interface conferences held in Denver, Europe, and Korea. These conferences clarified the roles and procedures in the payroll interface

between the DCPDS and the Defense Civilian Payroll System (DCPS). CHRA prepared detailed notes and shared the information via teleconferences and the Job Aids page.

Pay Problem Workgroup Teleconferences. CHRA held teleconferences every two weeks with the Payroll Interface Liaisons (PILs) from each CPOC to keep them abreast of changes in the payroll interface subject area or provide clarification on issues that were raised by the PILs. Minutes from these teleconferences were posted on the CHRA Job Aids page and shared with all CPOCs/CPACs.

Draft Plan to Manage Pay Problems. CHRA coordinated a Draft Plan to Manage Pay Problems which included guides for employees, managers, administrative points of contacts, customer service representatives, timekeepers, CPACs and CPOCS to avoid and report pay problems.

Military to Civilian Conversions. CHRA released the Recruitment Tools Index for use by managers and the HR community. It includes pre-positioned position descriptions, Resumix requisition templates and vacancy announcement templates. CHRA coordinated the recruitment tools with the MACOMs to validate the duties and skills required for each tool. The Recruitment Tools Index is available on CHRA's website.

Medical Command (MEDCOM) Global War On Terrorism (GWOT). CHRA worked with MEDCOM to develop recruitment strategies to support the MEDCOM GWOT initiative. The CHRA MEDCOM GWOT team was comprised of representatives from CHRA, the CPOCs and CPACs. This initiative requires filling multiple (CONUS/OCONUS) temporary positions to sustain the medical treatment facilities while the MEDCOM soldiers are deployed to worldwide locations. CHRA held weekly progress reviews with MEDCOM to discuss issues/provide status updates. CHRA also developed a MEDCOM GWOT web site and posted it on CPOL, coordinated with OPM to highlight the MEDCOM GWOT initiative on USAJobs, developed a database similar to Medical Care Inventory (MEDIC) application, worked on marketing initiatives and established aggressive timelines to host nationwide job fairs. CHRA centralized the recruitment effort for temporary positions covered by the Direct Hire Authority.

Army Corps of Engineers (COE) Global War on Terrorism (GWOT). CHRA worked with the COE to develop a web site to highlight the COE vacancies located in Iraq and Afghanistan. CHRA coordinated with OPM to highlight the initiative on their USAJOBs web site.

Integrated Definition (IDEF) Update. CHRA established eight working groups of CPAC and CPOC participants to review the IDEF. The working groups goals identified changes to the new IDEF, determined issue(s) to be addressed

or clarified, reached consensus on the process to be followed with the IDEF change, and decided how best to publicize the process. The working groups forwarded their product to HQDA as Change 1 to the IDEF. CHRA coordinated the LN IDEFs with OCONUS Regions for their review/comment. CHRA worked closely with HQDA in resolving differences between HQDA and CHRA on proposed changes.

Implementation of DoD Reemployed Annuitants Policy. CHRA addressed issues/concerns received from the entire HR community on the reemployed annuitant hiring freeze and the implementation of the new DoD Reemployed Annuitant Policy. CHRA coordinated closely with HQDA in resolving the issues and collaborating on the development of CHRA's Frequently Asked Questions (FAQs) in order to provide guidance to the regions while we waited for OSD's version. The FAQs are posted on CHRA's web site.

New Vacancy Announcement Builder (VAB) Deployment. CHRA conducted video teleconferences (VTT) and teleconference training sessions for all CONUS and OCONUS regions to provide instructions on using the new VAB. CHRA worked closely with HQDA and the regions to resolve deployment issues and informed management and regions of progress in resolving VAB issues.

180-Day Waiver Report. CHRA developed an electronic 180-day waiver report for use by the MACOMs to meet the 180-day waiver of the bi-annual reporting requirement. This automated report ended the need for manual data gathering on behalf of the CPOCs/MACOMs. CHRA coordinated with the Defense Management Data Center to obtain the required military information not captured in DCPDS. The data was analyzed to ensure its accuracy. CHRA worked closely with the MACOMs to research and resolve discrepancies of data to refine the report.

Reemployment Priority List (RPL) Implementation. CHRA conducted RPL training for the CONUS regions. An RPL section was developed on the CHRA web site that includes links to the RPL regulations, FAQs (CARE and CHRA versions), and sample standard notification letters. We developed a Priority Placement Program (PPP) versus RPL chart and coordinated it with CARE who planned to share the chart with other DoD components.

Army Benefits Center-Civilian (ABC-C) Guide to Retirement. Developed to provide assistance to employees regardless of when they plan to retire, the *Guide to Retirement* is also a great "first stop" for those who have decided to retire but do not know how to begin the process. Additionally, CPACs may refer employees to this guide that explains the entire retirement process. The availability of this guide has been marketed throughout the HR community and is accessible from the ABC-C web site or at https://www.abc.army.mil/Information

/ABCRetirement/Information/RetirementGuide.doc.

Army Benefits Center-Civilian (ABC-C) New Employee Information Sheet. Now available on the ABC-C web site, the ABC-C created this item to better acquaint new Army employees with both the federal benefits package and the services of the ABC-C. Additionally, the information sheet educates employees on how benefits business is accomplished within Army and should help to avoid dependency on the CPACs for such matters. The availability of the New Employee Information Sheet has been marketed throughout the human resources community and is accessible from the web site or at: https://www.abc.army.mil/Information/ABCNewEmployee/Information/NewEmployeeFlyr.doc.

Retirement Processing, Routine and those under the Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Pay Retirement Processing. The ABC-C is in communication with the various CPACs to obtain preliminary statistics on the number of anticipated VERA applicants. The expected volume of short-notice retirements presents a challenge in meeting timeliness goals. The information collected helps the ABC-C in the areas of workload planning, ensuring retirement eligibility and overall compliance. The ABC-C strives to submit applications to payroll within five days after the date of retirement. A high volume of late application submissions will also

impact the timeliness goals as reflected on the OPM quarterly Aging of Separations Report. The ABC-C and CHRA have been working closely to publicize the ABC-C's retirement services and the recommended timeframes for routine application submission. ABC-C's production is monitored and Army-wide procedural and marketing issues are identified and addressed accordingly.

Aging of Separations Report. OPM released the second quarter processing statistics for retirement applications for calendar year (CY) 2004. For the months of April, May and June, 94 percent of the applications for DA were submitted within the first 30 days following the retirement date. DA has exceeded the OPM goal of 80 percent and fares higher than the Government-wide rate of 86 percent for Q1 CY04. This degree of success is attributed to the diligent and efficient services of both the ABC-C and DFAS; however, the high volume of short-notice retirements under VERA/VSIP continues to pose a challenge in meeting timeliness goals. ABC-C continually exceeds OPM's criteria as well as the Government-wide average.

Army Benefits Center-Civilian (ABC-C) Site Visits. Representatives from the ABC-C visited about 50 sites this year for the purpose of educating employees about their services. Beneficial to both CPAC personnel and employees, the visits included a briefing and demonstration of the Employee Benefits Information System (EBIS). The visits acquainted the attendees with the ease and convenience of the systems as well as the abundance of

general and personalized benefits information available.

Federal Erroneous Retirement Coverage Corrections Act (FERCCA). Staff members from DA, CHRA and the ABC-C monitored developments on FERCCA. By the end of FY04, all agencies assumed responsibilities of this program.

Retroactive Reimbursement of Federal Employees Health Benefits (FEHB) Premiums for Reservists. Both HQDA and CHRA have finalized the process for accepting claims for reimbursement of FEHB premiums paid by reservists during a period of nonpay status while serving on active duty in support of a contingency operation between December 8, 1995 and May 16, 2002. This information is currently being publicized throughout the employee population and is also addressed on the ABC-C website.

Procedures for the Payment of Danger Pay and Post Differential. Procedures have been finalized for the processing of the Standard Form (SF) 1190 (Foreign Allowances Application, Grant and Report) in accordance with HQDA policy which directs employees to file for payment upon arrival in an eligible foreign location. Although the procedures have been developed with an emphasis on avoiding overpayment of entitlements, the HR community has expressed concerns that overpayments are likely to occur, as timely submissions of the SF 1190 by the employee may not always be possible.

Mandatory Retirement Issues. CHRA has been addressing matters pertaining to mandatory separations for firefighters, air traffic controllers and law enforcement personnel. There have been instances of missed mandatory retirements due to data errors in the mandatory retirement date field and failure to assign special retirement coverage to those individuals in warrantable positions. CHRA recently completed a quality review. Procedures will be created to ensure quality and compliance in this area by identifying responsibilities for each CHRA component.

DOD Education Activity (DoDEA) Allowance Processing System (DAPS) and Travel Order Processing System (TOPS). HQDA is interested in implementing DAPS and TOPS, which are web-based systems that allow civilians to process requests for travel and overseas allowances. DA and CHRA representatives attended system demonstrations to identify the requirements and modifications necessary for use within HQDA.

Benefits and Entitlements (B&E) Training. CHRA conducted and hosted various B&E courses on topics such as Retirement System Coverage Determinations, Joint Travel Regulations, FEHB Clearinghouse, and the Thrift Savings Plan for the benefit of the HR community. CHRA continually identifies the need for subject matter training. Additional courses are planned for the upcoming year.

DoD Inspector General (IG) Audit of Civilian Payroll Withholdings. CHRA conducted the sixth annual audit during Q3 FY04. The error rate for this year was 5 percent, which is a decrease from last year's rate of 12 percent. The overall audit objective is to determine whether the retirement, health, and life insurance withholdings and employee headcount data submitted by DoD are reasonable and accurate. The auditors reviewed Official Personnel Folders (OPFs) of 43 employees and compared payroll withholding data to elections or authorizations documented in the OPFs.

Federal Employees Group Life Insurance (FEGLI). The ABC-C reported that the "paperless" FEGLI open season was most successful. An aggressive marketing campaign helped contribute to the total of 14,805 open season transactions made via the electronic phone/web systems. FEGLI Open season elections will not become effective until September 4, 2005; however, employees may still make changes based on life events, as applicable. The one-year time lapse between the end of the open season and the effective date will create an administrative burden with potential for discrepancies. Staff members from DA, ABC-C and CHRA are in the process of finalizing administrative procedures in connection with the associated time lag.

Department of Army Workers' Injury Compensation Workshops. CHRA attended two conferences this year for the purpose of addressing issues related to policy, performance measures, training, and program administrator priorities.

Office of Personnel Management (OPM) Super Conference. HQDA participated in this three-day conference held in Baltimore, Maryland. This was the first conference to combine all HR specialties. It included plenary sessions, workshops, guest speakers, and exhibitors. The conference was a great networking opportunity and provided many insights and updates into HR programs and initiatives.

DCPDS Contingency of Operations Plan (COOP). CHRA participated in and coordinated with HQDA in the DCPDS COOP Rehearsals. CHRA developed a Functional COOP Test Plan for CPOC personnel to test the COOP'ed databases and provide feedback. Feedback and Lessons Learned were documented for refinement of the COOP process.

One Army Portal. CHRA personnel provided the requirements information for converting the Army Regional Tools (ART) to development under the One Army Portal. CHRA personnel have participated and continue to work with HQDA to review the One Army Portal to ensure no functional currently in ART is lost for our customers.

DCPDS Data Quality. CHRA continues to monitor the data quality of DCPDS using Business Objects Applications and Army Regional

Tools Quality Control Tickets. CHRA notifies CPOCs of inconsistencies in DCPDS records.   Part of this review also included a review by CPOCs of GS15 or higher employees and degrees from Non-accredited Secondary Institutions.

Productivity Reports – Consolidation of Reports and Expansion to SES/NAF. CHRA intends to move the CHRA Productivity books to a new page on our website. Additionally, the CHRA Productivity Workbooks, the CPOL Productivity Reports, and other productivity reports will be added to each of the four production books. Plans are underway to develop productivity reports for Senior Executive Service, NAF, and ABC-C personnel actions.

Tier 1 Assessment Survey. CHRA undertook an initiative to determine the degree commanders and key management officials in managing their workforce found HR products and services helpful. We administered a two-part Assessment Survey featuring a personal interview in which leaders could voice their observations and concerns, and voluntary completion of an on-line survey covering strategic and functional HR areas, as well as comments. The results of these Surveys have been used to develop regional goals and timeframes to address areas of concern. Regional directors presented survey results and action plans to commanders and key management officials in their regions.

Overall survey results showed the HR community to be responsive, with products and services generally good. However, some concerns continue, such as timeliness and quality of referrals, workforce replenishment, lack of workforce development, impact of NSPS and SAW, and the capability of our automated tools.

We forwarded our consolidated Regional Response Plans compiled from survey results to HQDA by the end of FY04.

AutoNOA. In an effort to streamline the processing of personnel actions, we implemented an off-the-shelf software package called Quick Test Professional to process monetary award RPAs. CHRA and CPOC staff received training at Rock Island on the use of the application in preparation for deployment in time for the senior rating cycle close out. A functional CPOC work group was formed to investigate additional uses of the application.

Training. CHRA conducted 31 CHR courses at the CHRA Training Facility at Aberdeen Providing Ground, Maryland and at CONUS and OCONUS CPOCs; 685 students were trained in CHR courses. CHRA hosted 52 VTTs that were conducted using the new Classroom 21 facilities. A total of 1,982 students were trained. In addition to the above, CHRA hosted 4 NAF courses resulting in 111 students being trained and 3 Instructional Methods courses in preparation of the transition to NSPS.

We funded training using both CHR and ACTEDS funds. In some instances, such as Labor-Relations and EEO for Executives, students' travel and transportation costs were paid by the students' organizations. OCONUS commands funded training presented at overseas locations. WASS and CIVFORS training became a regular part of the CHRA curriculum.

CHRA continued to conduct monthly DCPDS teleconferences with all CPOC "super users" and Charter Team members to discuss common DCPDS processing problems and develop corporate solutions. Job aids to include screen cam videos; workarounds and other DCPDS information have been published on the CHRA website.

We developed and fielded "RESUMIX for DEU for the CPAC" as a narrated PowerPoint presentation. This tool became a routine part of the CPACs training for CPAC staff and managers. We also developed and presented the A-76 Course.

The ACTEDS Competitive Development Program was fully executed by the end of FY 04. CP 10 ACTEDS intern workyears were also fully executed and new interns were hired as additional workyears were authorized.

Our staff participated in a combined G-1/G-3 team to review and make recommendations for the Senior Service School program.

We launched the Society of Human Resource Management certification program for CP-10. We choose 30 CHRA, CPAC, CPOC and MACOM CP-10 professionals to participate in the pilot.

We established the prototype for regional classrooms, the first at Ft Meade. This tests the concept of a CPAC owned and maintained classroom with full VTT capability.

Finally, our staff played a key part in planning change management and NSPS training as Army anticipates the evolution to NSPS.

Individual HR Regions

Southwest (SW) Region

Staffing Quality and Timeliness. The SW Region closed 11,658 recruit/fill actions with an average fill time of 38.22 days per action.

Classification. The SW Region processed 18,449 routine actions in an average of 1 day per action, and 5,410 non-routine actions in an average of 9 days per action.

Workforce Sizing. The SW Region completed 5 Reductions-in-Force, 19 reorganizations, and 11 A-76 studies.

Training. The SW Region conducted 211 courses, trained 5,379 employees, and input 21,096 training records.

Awards. The SW Region processed 34,921 monetary awards totaling

$25,361,308 and 5,884 Time-Off Awards.

Army Benefits Center-Civilian (ABC-C). The ABC-C processed 7,788 voluntary retirements, 846 disability retirements, 7,302 retirement estimates, 455 death notifications, 252 requests for Post 56 payback determinations, and 1,212 deposits/redeposits; 40,433 changes to employee health plans (17,808 of them during Open Season); 94,373 Thrift Savings Plan (TSP) transactions (89,699 of them made during Open Season), and 19,907 Thrift Savings Plan Catch-Up (TSPC) elections; 14,805 FEGLI Open Season and 30,825 total FEGLI transactions.

The response time for counselor-assisted calls via the IVRS was approximately 39 seconds per call.

ABC-C staff conducted on site briefings at 35 installations and four VTT sessions.

Cancellations. The SW Region cancelled or withdrew 2,132 actions.

Other Highlights and Activities. The SW Region held its annual Commander's Conference, deployed the RESUMIX Tool for DEU, and completed review of 8 occupational series for the PBD 712 project.

Southcentral (SC) Region

Staffing Quality and Timeliness. The SC Region closed 11,844 recruit/fill actions with an average fill time of 39.91 days per action.

Classification. The SC Region processed 9,730 routine actions in an average of 1.8 days and 1,986 nonroutine actions in an average of 11.4 days.

Workforce Sizing. The SC Region completed 72 reorganizations, 3 A-76 studies and 8 RIFs.

Workforce Development. The SC Region conducted 564 classes, trained 11,118 employees, and input 40,550 training records.

Awards. The SC Region processed 46,690 monetary awards totaling $6,727,774 and 10,614 non-monetary awards.

Cancellations and Corrections. The SC Region cancelled or withdrew 15,472 actions in FY 04.

Other Highlights and Activities. The SC Region deployed Resumix for delegated examining operations and decentralized delegated examining functions, deployed 19 employees to support the Corps of Engineers disaster relief mission in response to Hurricanes Charley, Frances, Ivan and Jeanne in Florida, and deployed two employees for temporary duty in CENTCOM-Kuwait.

Northeast (NE) Region

Staffing Quality and Timeliness. The NE Region closed 13,301 recruit/fill actions with an average fill time of 41.66 days per action.

Classification. The NE Region processed 10,628 routine actions in

2.6 days and 2,233 non-routine actions in 13.94 days.

Workforce Sizing. The NE Region completed 73 reorganizations and realignments, 4 RIFs and participated in 3 A-76 studies.

Training. The NE Region conducted 285 classes, trained 5,581 employees and input 23,965 training records.

Awards. The NE Region processed 5,332 non-monetary awards and 43,354 monetary awards totaling $52,464,335.

Cancellations and Corrections. The NE Region cancelled or withdrew 20,468 actions.

Other Highlights and Activities. The NE Region increased the level of internal training to counter the effects of high turnover and to direct attention to functional and leader development, developed training modules for three separate functionally oriented academies (the Personnel, Staffing, and Classification Academies), and developed plans for the Leadership and Professional Academies. Twenty-three protégés completed our mentoring program, bringing the number of mentor program graduates to 74.

CHRA selected the NE Region as the pilot site for the deployment of Resumix for Delegated Examining. During the pilot, 72 certificates were issued with no major problems encountered.

Other highlights include expanded internal audit processes, position descriptions for high-density jobs in the military to civilian conversion, recruitment procedures for significant numbers of police officers, internal marketing teams with backgrounds in business and marketing, emergency hires to support to Operation Enduring Freedom, delivery of the Supervisory Development Course, selection of nearly 1000 Federal Career Intern Program interns, support for workforce replenishment efforts, and creation of self-help job information centers.

North Central (NC) Region

Staffing Quality and Timeliness. The NC Region closed 11,516 recruit/fill actions with an average fill time of 35.68 days per action.

Classification. The NC Region processed 20,186 routine actions in an average of 1.35 days and 2,321 non-routine actions in 5.62 days.

Workforce Sizing. The NC Region completed 28 reorganizations/major realignments in addition to 5 RIFs.

Training. The NC Region conducted 162 courses, trained 3,644 employees, and input 39,304 training records.

Awards. The NC Region processed 26,200 monetary awards totaling over $29,565,240 and 9,777 non-monetary awards.

Cancellations and Corrections.
The NC Region cancelled or withdrew 4,265 actions.

Other Highlights and Activities.
The NC Region issued 158 centralized intern referral lists and hired 463 ACTEDS interns, hosted an Annual Customer Advisory Board Meeting, conducted 18 on-site visits to serviced installations, filled 53 positions for the Iraq Project & Contracting Office (PCO), processed approximately 640 deployments supporting HQ USACE (including the recruitment effort for the newly established Gulf Regional Division (GRD) in Iraq), processed approximately 340 deployments for the Afghanistan Engineering District (AED), issued 175 open continuous announcements in support of the recruitment effort, filled 4 positions for the Multi-National Forces in Iraq (MNFI), processed all of the 1% pay adjustments for the entire Army and approximately 35,000 retroactive 1% pay adjustments, launched an aggressive recruitment effort for the Military Technician Program resulting in over 2,500 referrals issued to managers, processed 1,437 LWOP-US actions. Revamped the Mentoring Program, offered tuition assistance support to 91 employees, published the regional training newsletter, facilitated 16 LEAD courses, developed a Leadership Course Tutorial Guide, and hosted a Training Advisory Group conference.

West Region

Staffing Quality and Timeliness.
The West Region closed 11,844 recruit/fill actions with an average fill time of 37.5 days per action.

Classification. The West Region processed 9,829 routine actions in an average of 1.89 days, and 1,528 non-routine actions in an average of 11.14 days.

Workforce Sizing. The West Region completed 4 RIFs and 4 reorganizations/major realignments.

Training. The West Region conducted 173 classes and trained 3,480 employees.

Awards. The West Region processed 33,129 monetary awards totaling $26,604,646 and 5,131 non-monetary awards.

Cancellations and Corrections.
The West Region processed 10,718 corrections and 2,949 cancellations.

Other Highlights and Activities.
The West Region deployed the HR Director and two other HR employees to Iraq for six months. We also hosted our first Regional HR Development conference in four years.

Pacific Region

Staffing Quality and Timeliness.
The Pacific Region closed 2,853 recruit/fill actions with an average fill time of 47.03 days per action.

Classification. The Pacific Region processed 2,343 routine actions in an average of 4.0 days and 373 non-routine actions in an average of 22.8 days.

Workforce Sizing. The Pacific Region completed 4,029 realignments and 2 RIFs.

Training. The Pacific Region conducted 115 classes, trained 2,601 employees, and input 3,819 training instances.

Awards. The Pacific Region processed 5,760 monetary awards totaling $4,652,506 and 1,519 non-monetary awards.

Cancellations and Corrections. The Pacific Region processed 1,240 cancellations and 1,101 corrections.

Other Highlights and Activities. CPACs trained supervisors on the new curriculum for HR for Supervisors. The Pacific Region conducted a commander's assessment to identify issues, concerns, and requirements.

Europe Region

Staffing Quality and Timeliness. The Europe Region closed 10,615 US and LN recruit/fill actions with an average fill time of 59.4 days per action.

Classification. The Europe Region processed 9,641 routing actions in an average of 4.7 days and 3,288 non-routine actions in an average of 12 days.

Workforce Sizing. The Europe Region processed 1,723 realignments and RIFs covering 80 Local National related actions.

Training. The Europe Region conducted 314 courses and input 17,667 training records.

Awards. The Europe Region processed 16,475 monetary awards totaling $14,294,098 and 1,311 non-monetary awards.

Cancellations and Corrections. The Europe Region processed 3,901 cancellations and 3,636 corrections.

Other Highlights and Activities. The Europe Region transferred responsibility for issuing delegated examining certificates from a single cell to all CPOC Customer Focus Teams, deployed vacancy announcement builder, moved responsibility for the Priority Placement Program qualifications determination process from the CPACs to the CPOC, initiated the transformation and movement of the Germany Local National Recruitment process from the CPACs to the CPOC, and assumed all US DECA servicing from Air Force.

Korea Region

Staffing Quality and Timeliness. The Korea Region closed 3,744 U.S. recruit/fill actions with an average fill time of 30.94 days per action.

Classification. The Korea Region processed 4,949 U S routine actions in an average of 5.35 days and 664 non-routine actions in an average of 12.02 days.

Cancellations. The Korea Region canceled or withdrew 1125 US recruit/fill actions.

Workforce Sizing. The Korea Region conducted 25 RIFs and approximately 4,000 realignments.

Training. The Korea Region conducted 120 courses and trained 1,971 employees.

Awards. The Korea Region processed 1,415 monetary awards totaling $839,511 and 466 non-monetary awards.

Other Highlights and Activities. The Korea Region established quarterly "meet the CPOC" sessions, held monthly Resumix briefings and terrain walks with managers, obtained approval to execute a Delegated Examining Unit, brought on-site the Basic Staffing and Basic Classification courses, developed a mentoring program, held partnering sessions with major activities, and processed 35,301 KN personnel actions.

Cost/Efficiency

1-1. Servicing Ratio: Operating-Level Personnelists to Serviced Population

Objective: OSD Goal is 1:88 for FY05
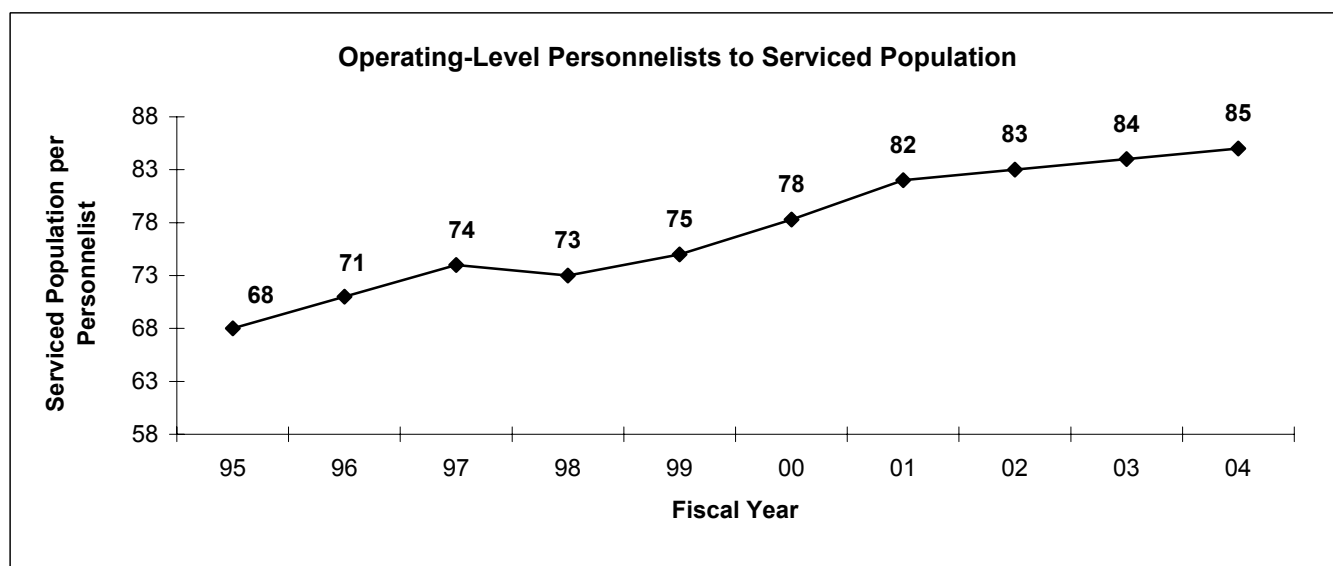
Operating-Level Personnelists to Serviced Population

Source: 1738 Report for FY 94-96; CivPro for FY97-04

Fiscal Year	95	96	97	98	99	00	01	02	03	04
Serviced Population	274,971	266,527	249,027	238,970	230,862	227,876	225,937	229,797	230,586	233,984
Personnelists	4,039	3,745	3,387	3,263	3,094	2,909	2,752	2,759	2,752	2,747

Analysis:

• The servicing ratio increased in FY04. The number of personnelists basically remained the same while the serviced population increased. Although the servicing ratio has increased steadily since FY98, the ratio must increase at a faster rate to meet the FY05 objective.

• The switch from the 1738 report to the CivPro report did not have a significant effect on the data.

• "Operating-level" is identified as personnel in CPOs, CPACs, and CPOCs. "Personnelist" is defined as employees in series 201, 203, 212, 221, 230, 233, and 235. "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard Bureau (Title 32) employees.

1-2. Servicing Ratio: Operating-Level Personnelists Plus Administrative Support to Serviced Population

Objective: 1:80 for FY05

Operating-Level Personnelists Plus Administrative Support

Source: 1738 Report for FY 94-96, CivPro for FY97-04.

Fiscal Year	95	96	97	98	99	00	01	02	03	04
Serviced Population	274,971	266,527	249,027	238,970	230,862	227,876	225,937	229,797	230,586	233,984
Personnelists	4039	3745	3,387	3,263	3,094	2,909	2,752	2,759	2,752	2,747
Administrative Support	318	307	505	512	414	369	456	408	527	305
Total Operating Level	**4,357**	**4,052**	**3,892**	**3,775**	**3,508**	**3,278**	**3,208**	**3,167**	**3,279**	**3,052**

Analysis:

● The servicing ratio increased substantially in FY04. Although the number of personnelists and the serviced population basically remained the same as FY03, administrative support decreased 42% due to TDA reorganizations. The improved servicing ratio in FY04 is due to this decrease in administrative support.

● The switch from the 1738 report to the CivPro report did not have a significant effect on the data.

● "Operating-level" is defined as personnel in CPOs, CPACs, and CPOCs. "Personnelist" is defined as employees in series 201, 203, 212, 221, 230, 233, and 235. "Administrative support" includes all other series in operating personnel offices (e.g., 318, 334). "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard Bureau (Title 32) employees.

1-3. Servicing Ratio: Operating and Staff-Level Personnelists to Work Force

Objective: None Established
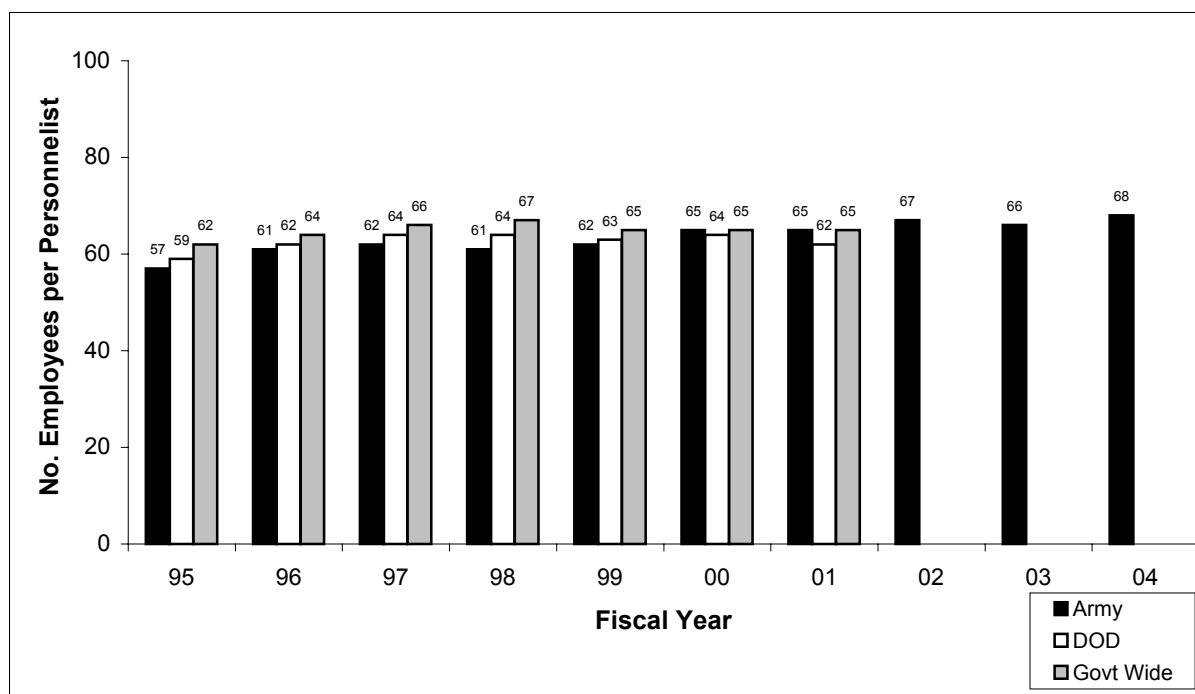
Source: OPM except for FY02 thru FY04 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

● This indicator is included because OPM uses it to track Agency performance. For this indicator, "Personnelists" are defined as all US-citizen employees (staff and operating) in series 201, 203, 212, 221, 230, 233, and 235. OPM defines work force as all Army appropriated fund US-citizen employees. In FY02, OPM combined military personnelists into the 201 series with civilian personnelists counts. This disabled comparison of Army civilian personnelist ratios to DOD and other Government agencies.

● Starting in FY00, Army passed the DOD rate and was equal to other government agencies.

● In FY04, the Army ratio increased to 1:68.

● See Appendix, p. A1, for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."

1-4. Servicing Ratio: Operating and Staff Level Personnelists Plus Administrative Support to Serviced Population

Objective: None Established
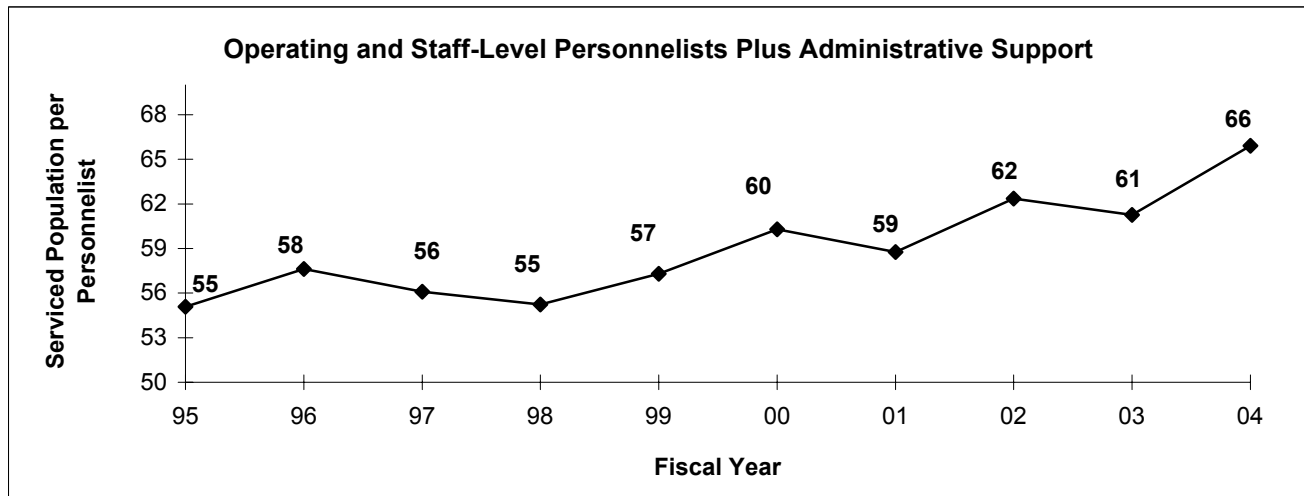
Operating and Staff-Level Personnelists Plus Administrative Support

Source: 1738 Report for FY 94-96, CivPro for FY97-04.

Fiscal Year	95	96	97	98	99	00	01	02	03	04
Serviced Population	274,971	266,527	249,027	238,970	230,862	227,876	225,937	229,797	230,586	233,984
admin)	4,357	4,052	3,892	3,775	3,508	3,278	3,208	3,167	3,279	3,052
Staff Level (200-series only)	636	572	547	551	521	502	637	518	485	498
Totals	**4,993**	**4,624**	**4,439**	**4,326**	**4,029**	**3,780**	**3,845**	**3,685**	**3,764**	**3,550**

Analysis:

● The servicing ratio increased in FY04. In FY04 the number of personnelists and the serviced population basically remained the same as FY03. However, administrative support decreased by 222 while the staff level increased by 13. The higher ratio in FY04 is due to the 42% decrease in administrative support (see 1-2).

● The switch from the 1738 report to the CivPro report did not have a significant effect on the data.

● This indicator contains the most comprehensive definition of the Civilian Personnel work force. "Personnelist" is defined as employees in series 201, 203, 212, 221, 230, 233, and 235. "Administrative support" includes all other series listed in operating offices except for series 204, 205, 260, and 544. Administrative support in staff offices are not included because historical 1738 reports did not contain the data. "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard Bureau (Title 32) employees.

1-5. Civilian Strength

Objective: 226.2K for FY04
Assessment: Met

Civilian Strength (Military Function)
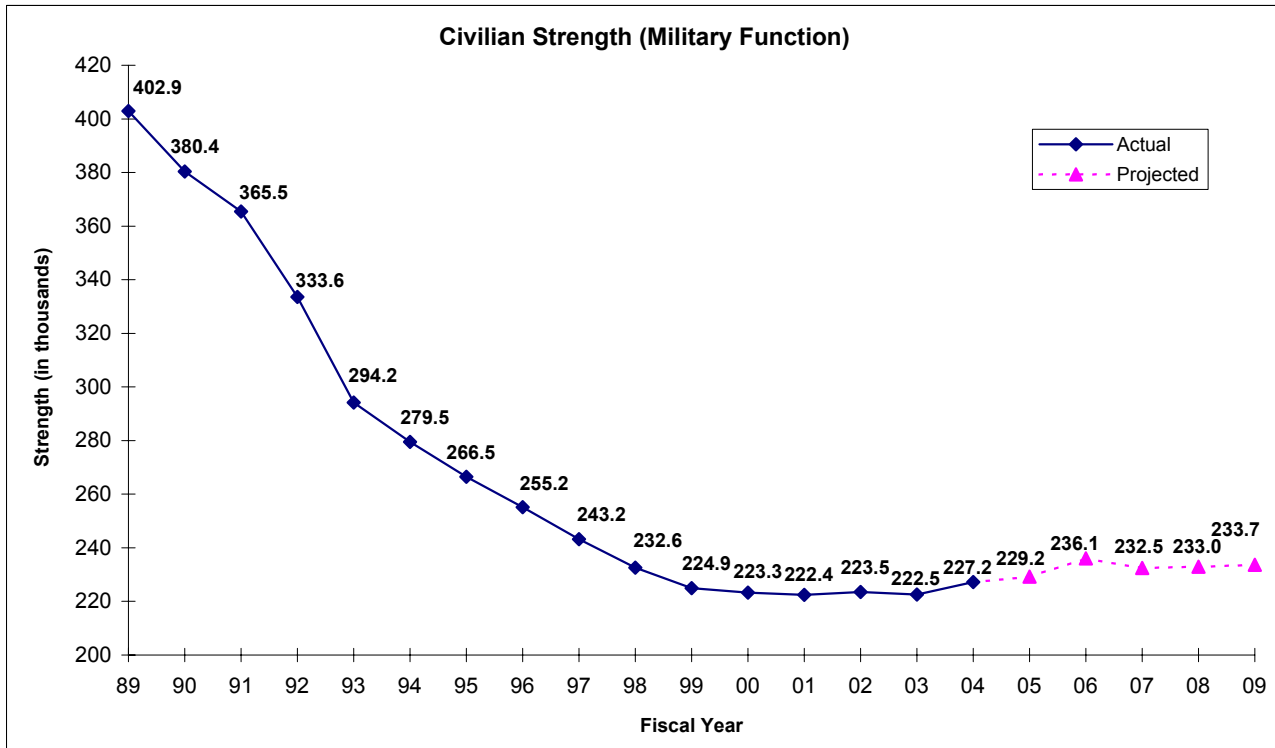
Source: SF113A Report and Supplements (Actual), preliminary FY05 President's Budget.

Analysis:

● The objective was met. Actual FY04 civilian strength, at 227,160 civilians, was 913 above the target number of 226,247 civilians.

● Civilian strength is defined as appropriated fund, military function only. Foreign nationals are included. Army National Guard Bureau (Title 32) are included. FY89-04 numbers represent on-board strength at the end of the fiscal year. FY05-09 numbers represent programmed strength, not full-time equivalents (FTEs).

● See Appendix, p. A2, for MACOM strength data.

1-6. Production (U.S. Citizen) per Operating-Level Personnelist

Objective: None Established
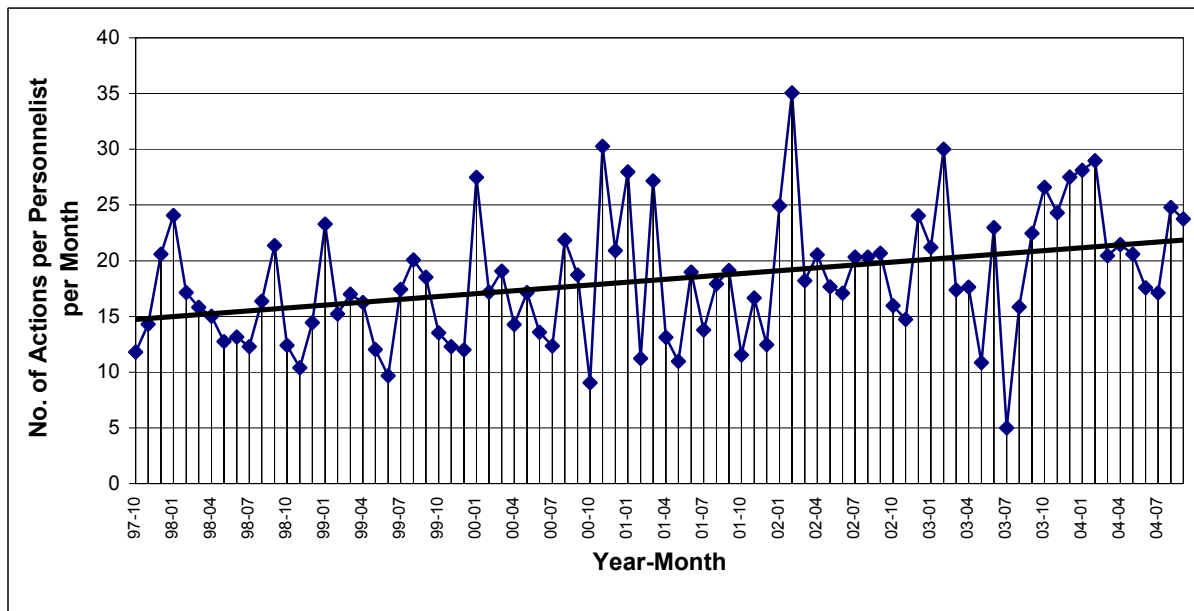
Source: CivPro

Fiscal Year	98	99	00	01	02	03	04
Production Ratio	16.2	15.5	16.6	18.4	19.6	18.2	23.4

Analysis:

● In FY04 productivity per personnelist was 29% higher than in FY03. Production drops in FY03 were due to stoppages in May and July for data centralization and implementation of a web-based operating system. Other than that, the major historical monthly fluctuations are the peaks due to performance appraisals and awards.

● Production per operating-level personnelist is defined as the number of personnel actions entered into ACPERS divided by the total number of Army's operating-level personnelists. Operating-level personnelists include employees in CPOs, CPACs, and CPOCs in series 201, 203, 212, 221, 230, 233, and 235. The chart includes all personnel actions in ACPERS except: NOAs 499 (SSN Changes), 900 (Data Element Changes), PSA (Position Establishments) and PSC (Position Changes) which are excluded because data are available only back to August 1996. NOAs 894 (Pay Adjustments) and 895 (Locality Payments) which are excluded because they are mass change actions that artificially inflate the productivity scale. NOAs TRN (Training), LN (Local Nationals), and OTH (Other) are excluded because of concerns about accuracy of some historical data. NOAs 001 (Cancellations) and 002 (Corrections) are excluded to provide a measure of original workload. Data on all excluded items are available in CivPro.

1-7. Production per U.S. Citizen Serviced Customer

Objective: None Established
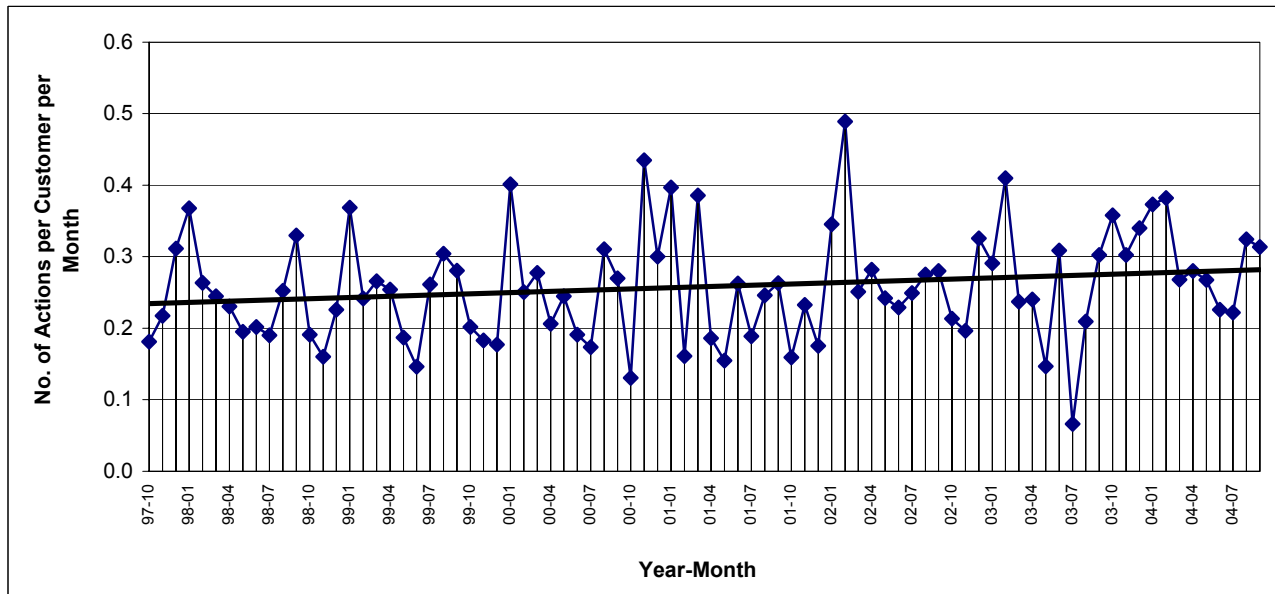
Source: CivPro

Fiscal Year	98	99	00	01	02	03	04
Production Ratio	0.25	0.24	0.24	0.26	0.27	0.25	0.30

Analysis:

● In FY04 productivity per serviced customer was 20% higher than in FY03. Productivity drops shown during FY03 were due to stoppages in May and July on actions for data centralization and implementation of a web-based operating system. Other than that, the major historical monthly fluctuations are the peaks due to performance appraisals and awards.

● Production per serviced customer is defined as the number of personnel actions entered into ACPERS divided by the serviced population. "Serviced population" is defined as military and civil function appropriated fund employees and non-Army-employees, excluding foreign nationals and National Guard Bureau (Title 32) employees. The chart includes all personnel actions in ACPERS: NOAs 499 (SSN Changes), 900 (Data Element Changes), PSA (Position Establishments) and PSC (Position Changes) which are excluded because data are available only back to August 1996. NOAs 894 (Pay Adjustments) and 895 (Locality Payments) which are excluded because they are mass change actions that artificially inflate the productivity scale. NOAs TRN, LN, OTH are excluded because of concerns about accuracy of some historical data. NOAs 001 (Cancellations) and 002 (Corrections) are excluded to provide a measure of original workload. Data on all excluded items are available in CivPro.

✔ *CPA Effectiveness*

2-1. Effectiveness of Civilian Personnel Administration Service - Customer Satisfaction

Objective: Not Less Than 5% Improvement Over Baseline
Assessment: Employees Met; Supervisors Met
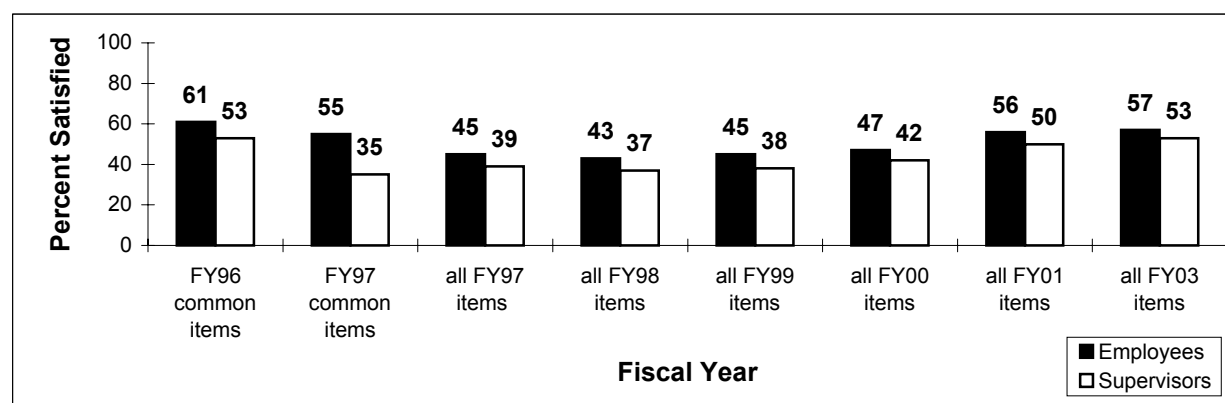
Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:

● This indicator measures satisfaction with CHR products and services. Satisfaction is defined as the top two ratings in a five-point scale.

● The indicator was revised in FY97. Prior to FY97, the employee score was a composite of three survey items; the supervisor score was a composite of twelve survey items; two items overlapped. Currently, the employee score is a composite of twelve survey items; the supervisor score is a composite of twenty-two survey items; eight items overlap. See Appendix, pp. A3-10, for the rating scale, individual survey items, raw scores, Region results, and MACOM results.

● Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the results showed employee customer satisfaction dropped by six points, and supervisor customer satisfaction dropped by eighteen points in FY97. Results did not change much until FY00, when both employee and supervisor results rose, indicating a possible trend change. The change was confirmed in FY01 as both employee and supervisor results rose dramatically over FY00. The trend in improvement continued in FY03 with employee satisfaction at 57% and supervisor satisfaction at 53%.

● The employee and supervisor baselines (average of previous five results) are 47% and 41%, respectively. CHR met the objective for employee and supervisor customer satisfaction.

● Overall, employees are more satisfied than supervisors with CPA products and services. Note that employees and supervisors receive different products and services (see Appendix, pp. A3-10).

● Individual item analysis: CPA received highest ratings on courtesy and lowest ratings on planning, reorganizing, RIF, classifying, staffing (for supervisors, recruitment, quality and timeliness of candidates referred; for employees, job and promotion information), training, and benefits and entitlements.

● For FY03 MACOM comparisons, employee satisfaction ranged from 61% (TRADOC) to 51% (USAREUR). Supervisor satisfaction ranged from 56% (TRADOC, USACE) to 46% (USAREUR).

● For FY03 regional comparisons, employee satisfaction ranged from 60% (Southwest) to 47% (Korea, Pacific). Supervisor satisfaction ranged from 57% (South Central) to 42% (Korea).

2-2. Timeliness of Processing Retirement, Refund, and Death Benefits

Objective: OPM Standard is Not Less Than 80% of the Actions Processed Within 30 Days

Assessment: Met
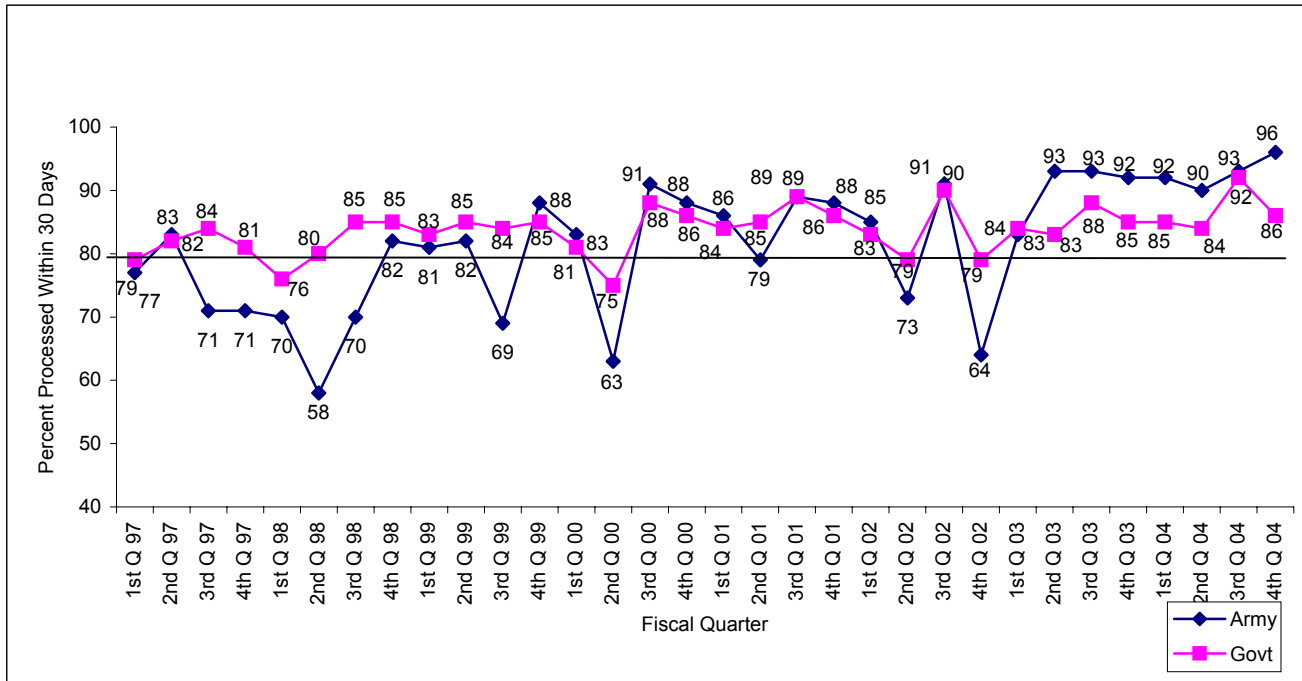
Source: OPM "Aging of Separation" report

Analysis:

- The OPM Congressionally-mandated timeliness standard requires that 80% of all retirement, refund and death claims be received by OPM within 30 days of separation. Army's weighted average (the quarterly percents shown above are weighted by the number of actions per quarter) was 93%. Army exceeded the government-wide average all four quarters. Army achieved the highest percentage in the 4th quarter (96%).

- The above figures are based on the total number of retirement, death and refund claims submitted by Army employees.

2-3. Average Number of Days to Fill Positions

Objective: 55 Calendar Days
Assessment: Met
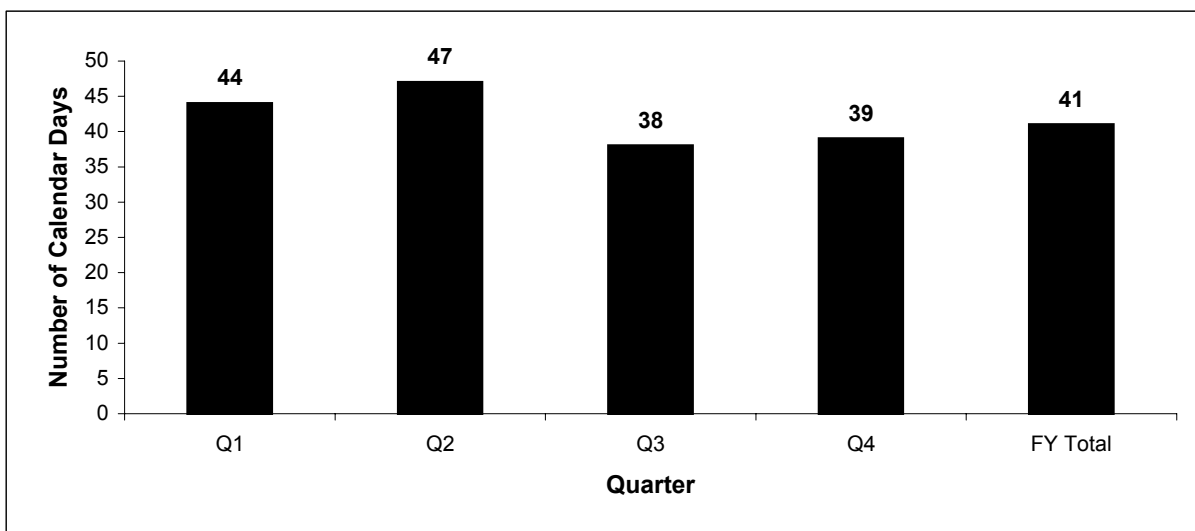
Source: CivPro

Analysis:

● Army exceeded its objective of 55 calendar days in FY04. Average time to fill decreased by nine days from 50 days in FY03 to 41 days in FY04. The average time to fill is not a simple average of the four quarters; it is a weighted average, taking into account the number of vacancies filled in each quarter.

● This indicator tracks fill time from receipt of the Request for Personnel Action (RPA) in the personnel community (CPAC, CPOC, or CPO) until the date the offer is accepted. It includes placements into vacant positions subject to mandatory career referral procedures; includes PPP placements; includes temporary and permanent placements from internal and external sources into true vacancies. It does not include career ladder promotions or reassignment actions that merely represent a change in duties.

● See Appendix, p. A11, for region breakout.

2-4. Staffing - Regulatory and Procedural Compliance

Objective: Not Less than 90% Accuracy
Assessment: Met

Staffing Accuracy by Fiscal Year
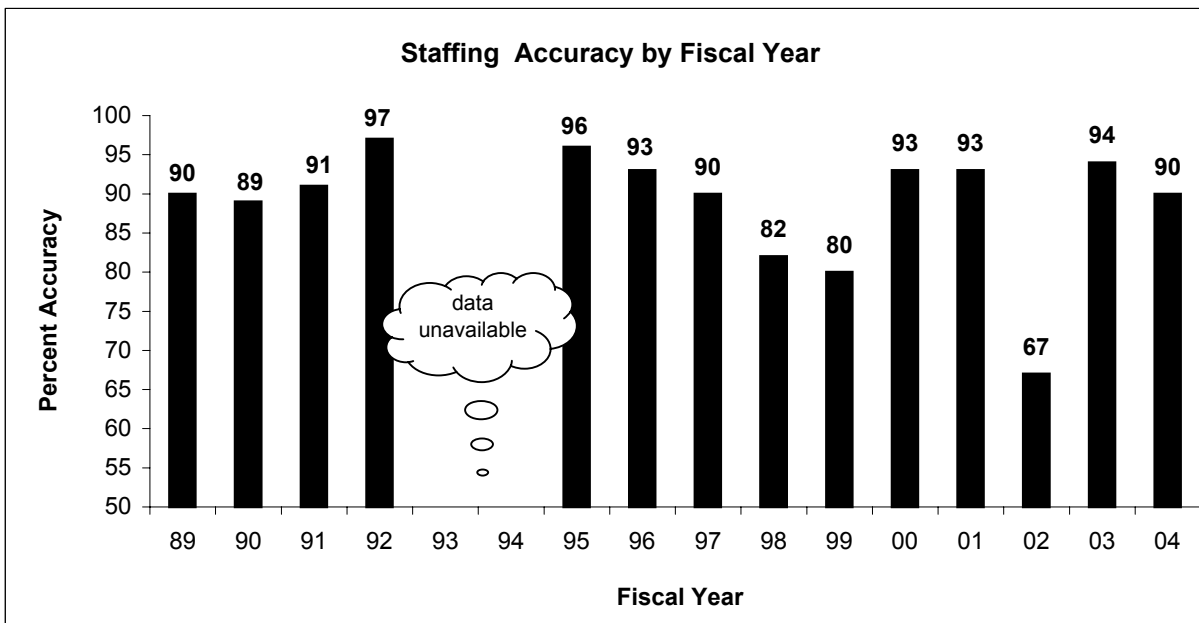
Source: CPEA survey reports

Analysis:

- Army met its objective of 90% accuracy. Audits of 210 placement and promotion actions resulted in a 90 percent compliance rate. A review of these actions indicated that errors consisted primarily of missing documentation of qualification determinations. The regulatory violations consisted of actions approved after the effective date, actions lacking required remarks, pay incorrectly set, not-to-exceed dates incorrectly set on TERM appointments, incorrect appointing authorities used, actions that did not include second appointing authorities, and four PPP reconstructs.

- Note that the number of staffing actions reviewed in FY03 (110 and 100 in both regions) is similar in size to samples from FY99 forward. Earlier years were larger.

- **This assessment was conducted at nine CPACs in two regions in FY04 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of CPEA results. See Appendix, p. A12 for individual on-site review information.**

- Staffing regulatory and procedural compliance is determined by conformance with requirements of law, regulation, and prescribed government-wide standards in the areas of appointments, promotions and internal placements (including reassignments, changes to lower grade, transfers, details and position changes during a period of grade or pay retention).

2-5. Management Employee Relations - Regulatory and Procedural Compliance

Objective: Not Less than 90% Accuracy
Assessment: Not Met

MER Regulatory and Procedural Compliance
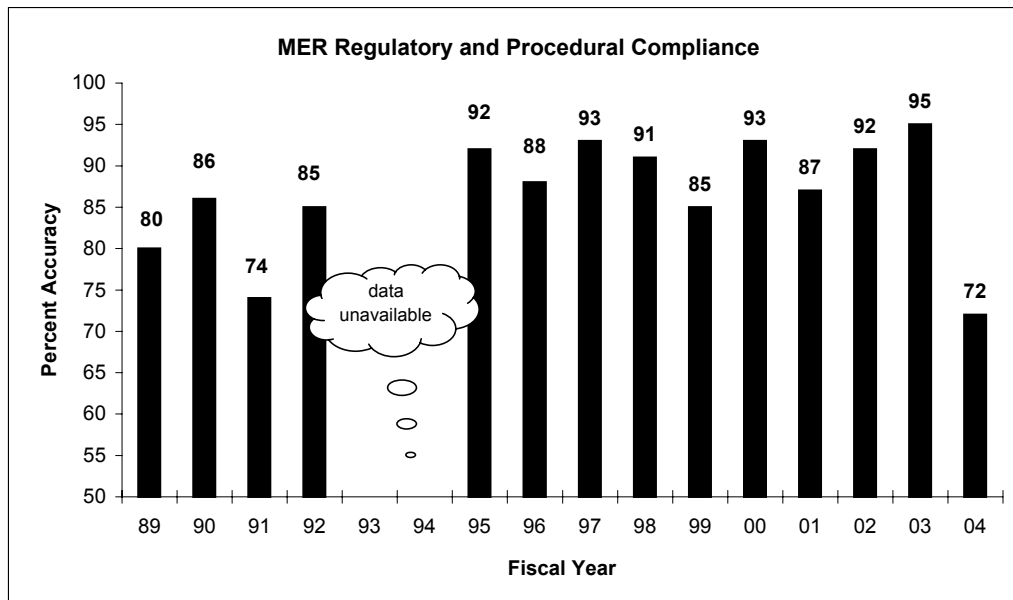
Source: CPEA survey reports

Analysis:

● Army did not meet its objective of 90% accuracy. In FY04, CPEA audited 606 actions at nine CPACs. CPEA found 173 errors for an overall compliance rate of 72%. Only three CPACs had compliance rates above 90% for both incentive awards and disciplinary/adverse actions.

● CPEA audited 305 awards and found 133 errors for a compliance rate of 56%. This is substantially lower than the Army objective. The errors made by management consisted of a lack of documentation supporting the award, failure to document the tangible or intangible benefit to the agency of the act relied on to support the award, or insufficient justification to support the type of award approved.

● Compliance was at 87% in the area of disciplinary/adverse actions. CPEA audited 301 disciplinary actions and found 40 errors. This is a substantial reduction in compliance as compared historically and may be the result of the loss of MER experience in the field as well as procedural violations. Disciplinary and adverse actions are generally detailed, progressive, and supportable.

● **This assessment was conducted at nine CPACs in two regions for FY04 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of CPEA results. See Appendix, p. A13, for individual on-site review information.**

● Management-Employee Relations regulatory and procedural compliance is determined by conformance with requirements of law, regulation, and prescribed Government-wide standards in the areas of awards (quality-step increases, on-the-spot, special act/service, and performance) and adverse/disciplinary actions (removals for cause, conduct-related involuntary reductions in grade or pay, performance-based actions, suspensions, reprimands, and denial of within-grade increases).

2-6. HQ ACPERS Data Quality - OPM's CPDF Data Quality Composite

Objective: Score of at Least 96 (OPM Standard)
Assessment: Met
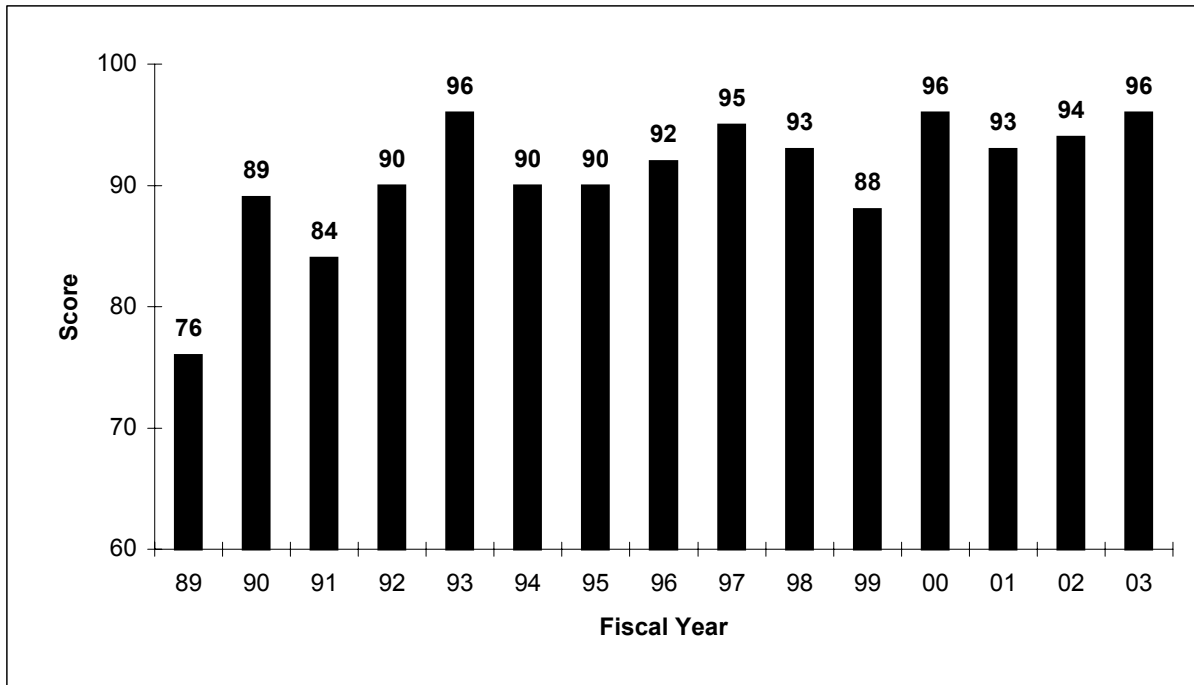
Source: U.S. Office of Personnel Management (OPM) Report

Analysis:

● Army met OPM's quality composite standard for FY03. OPM has changed their updating
of this agency composite from two times a year to annually. Results will be available
in March - April 2005 for FY04.

● The score displayed is a composite of seven items: (1) days to submit, (2) percent of records
with valid data in the most used fields, (3) number of data elements valid on 99% of records, (4)
percent of records without errors (status file), (5) percent CPDF record count compared to SF113A
count, (6) percent of records timely, (7) percent of records without errors (dynamics file).
See Appendix, p. A14, for OPM standards and Army performance on the individual items.

● OPM reports accuracy for quarterly periods. Fiscal year data presented above are averages
of data for four quarters.

2-7. HQ ACPERS Data Quality - HQ ACPERS Quality Control Report

Objective: At least 98% Accuracy
Assessment: Met
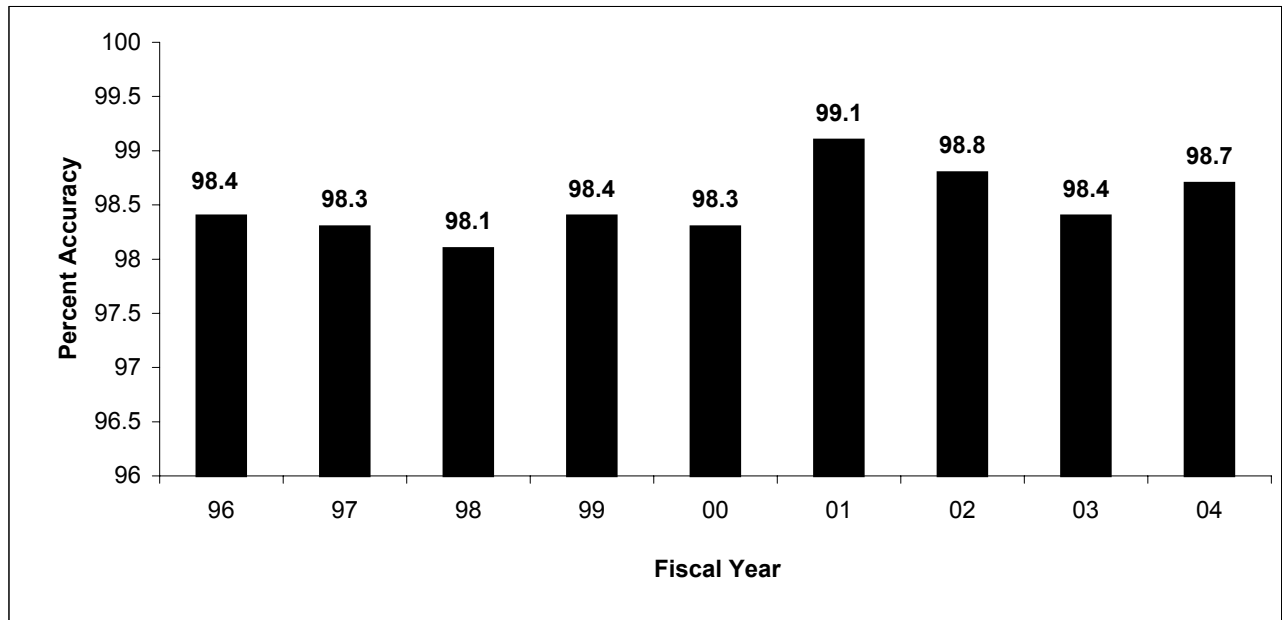
Source: HQ ACPERS Quality Control Report (PCN:ZMA-56A) produced by HQDA (DAPE-CP-PSS)

Analysis:

● Army met its objective of 98% accuracy for FY04.

● The Quality Control Report is reviewed by staff at CHRA and G1. It is currently not distributed to the field. It has been more effective during the redesign of HQ ACPERS and the centralization of Modern to screen these reports in order to work specific data problems. Once the redesigned HQ ACPERS is in production a new Quality Control Report will be available.

● The report has been in production for years. Unfortunately, copies of the pre-FY96 reports were not retained.

2-8. DCPDS Data Quality

Objective: Not Less than 97% Accuracy
Assessment: Met

Item Reviewed	# Items Reviewed	# Items Accurate	% Accuracy
Employee Name	80	80	100%
Social Security Number	80	80	100%
Employee Tenure	80	80	100%
Appointment Type	80	80	100%
Retirement System	80	80	100%
Federal Employee Retirement System Coverage	80	80	100%
Veterans Preference	80	79	99%
Performance Rating Level	80	68	85%
Performance Rating Date	80	68	85%
Service Computation Date (SCD) - Leave	80	80	100%
Position Description Number and Sequence Number	80	79	99%
FLSA Code	80	80	100%
Bargaining Unit Status	80	80	100%
Pay Plan	80	80	100%
Pay Grade	80	80	100%
Pay Step	80	80	100%
Base Salary	80	79	99%
Locality Adjustment	80	79	99%
Adjusted Basic Pay	80	79	99%
Pay Rate Determinant	80	80	100%
Within Grade Increase Due Date	80	79	99%
Key/Emergency Essential Position	80	80	100%
Supervisory Level	80	80	100%
Career Program	80	80	100%
Education Level	80	74	93%
TOTAL	**2,000**	**1,964**	**98%**

Source: CPEA survey reports

Analysis:

• Army met its objective of 97% accuracy. CPEA reviewed 25 data elements in 80 randomly selected Official Personnel Files against the data in the Defense Civilian Personnel Data System (DCPDS). Of the elements reviewed, 1964 were correct resulting in a 98 percent accuracy rate. The errors consisted of incorrect performance rating level and date, education level, veteran's preference, WIGI due date, PD number, and salary.

• Data accuracy is defined as the "value" in the official personnel folder (OPF) being the same as that in the DCPDS. No historical data are presented because the methodology has changed (i.e., earlier reviews were against HQ ACPERS data and some of the items reviewed have changed).

CPM Effectiveness

3-1. Grade Accuracy

Objective: Not Less than 90% Accuracy
Assessment: Met

Grade Accuracy by Fiscal Year
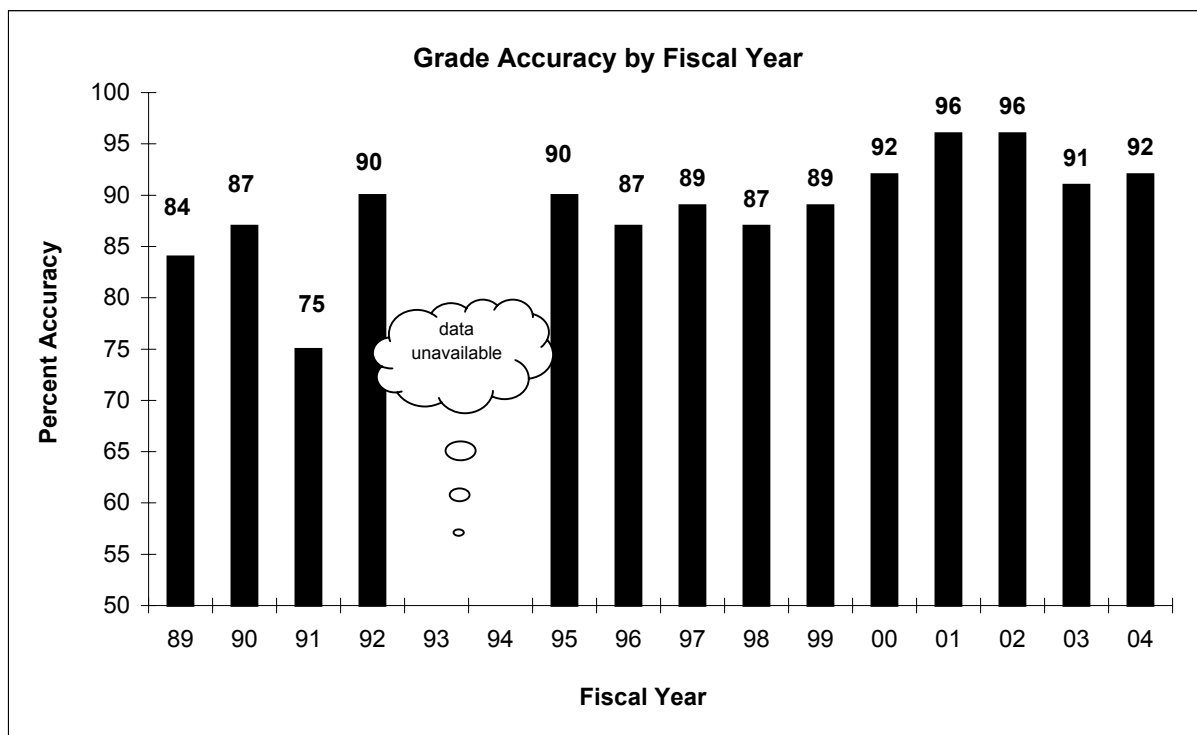
Source: CPEA survey reports

Analysis:

● The Army met its objective of 90% accuracy. There were 18 grade errors (13 downgrades and 5 upgrades) that produced an accuracy rate of 92 percent. Six of the grade errors were the result of improper classification and 12 due to employee misassignments. Six of the nine installations visited met or exceeded the Army objective of 90%.

● **This assessment was conducted at nine CPACs in two regions in FY04 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of CPEA results. See Appendix, p. A15, for individual on-site review information.**

● Grade accuracy is determined by the percentage of positions found to be correctly graded in accordance with OPM classification standards.

3-2. Assignment Accuracy

Objective: Not Less than 90% Accuracy
Assessment: Not Met

Assignment Accuracy
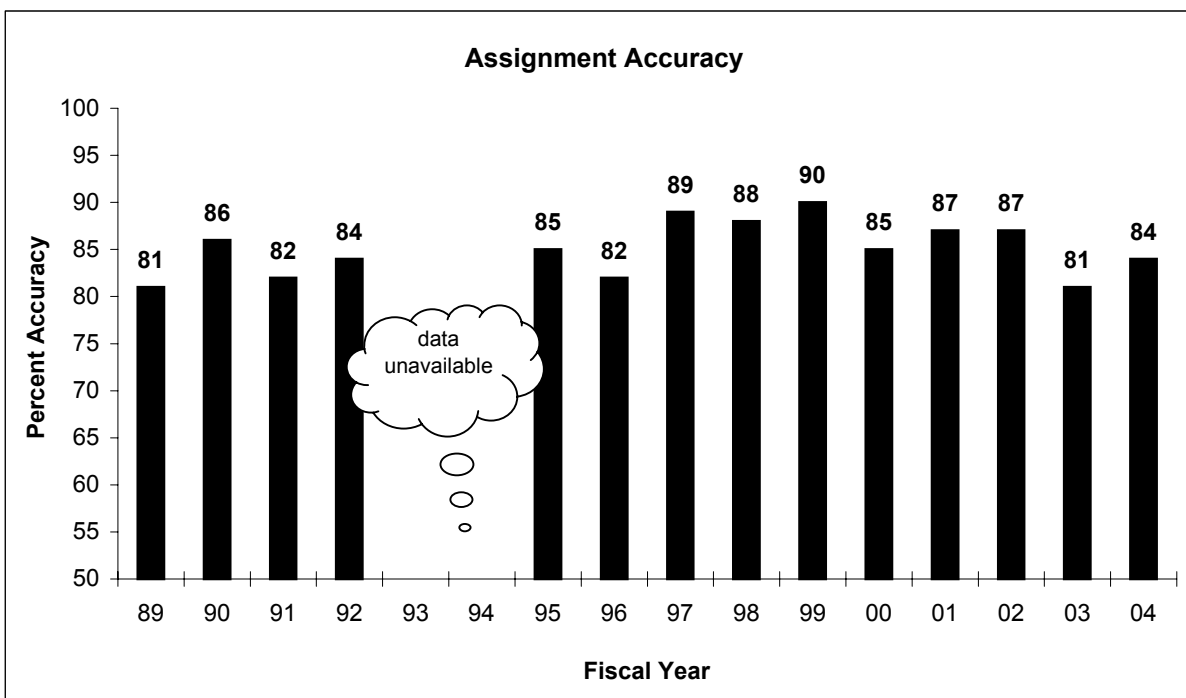
Source: CPEA survey reports

Analysis:

●   Army did not meet its goal of 90% accuracy. Of the 225 positions audited, 188 were misassignments resulting in an 84 percent accuracy rate. Only two of the nine installations visited met the objective.

●   **This assessment was conducted in nine CPACs in two regions in FY04 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of CPEA results. See Appendix, p. A16, for individual on-site review information.**

●   Assignment accuracy is determined by the percent of position descriptions that accurately report the major duties being performed by the incumbent. A misassignment occurs when one or more of the major duties are not being performed or when an employee performs one or more major duties not described in the position description.

3-3. Performance Appraisals - Regulatory and Procedural Compliance

Objective: Not Less than 90% Accuracy
Assessment: Not Met

Performance Appraisals - Accuracy by Fiscal Year

Chart showing Percent Accuracy by Fiscal Year:
- 89: 88
- 90: 97
- 91: 79
- 92: 93
- 93: data unavailable
- 94: data unavailable
- 95: 85
- 96: 67
- 97: 68
- 98: 89
- 99: 98
- 00: 68
- 01: 83
- 02: 67
- 03: 82
- 04: 86

Y-axis: Percent Accuracy (50 to 100)
X-axis: Fiscal Year
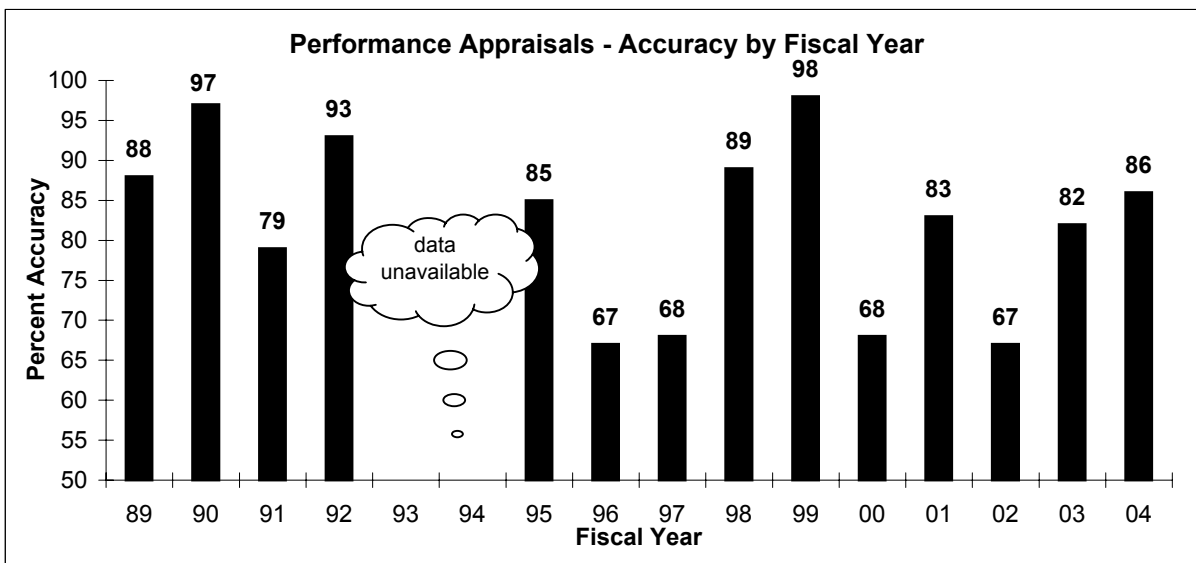
Source: CPEA survey reports

Analysis:

● Army did not meet its goal of 90% accuracy.

● This chart shows compliance for two different performance appraisal systems - the Performance Management and Recognition System (PMRS; FY89-92 data) and the Total Army Performance Evaluation System (TAPES; FY95-04 data).

● CPEA audited 285 performance management documents, in the form of Total Army Performance Evaluations. CPEA found 41 errors for an overall compliance rate of 86 percent. The errors made by managers: failure to complete performance ratings during the current rating cycle, not rating individual performance objectives, and lack of measurable EEO and supervisory objectives. However, six of the nine installations met or exceeded the standard.

● **This assessment was conducted at nine CPACs in two regions in FY04 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of CPEA results. See Appendix, p. A17, for individual on-site review information.**

● Each appraisal is audited for (1) completion of counseling checklists/support forms, (2) rating of individual objectives, (3) minimum 120 day rating period, (4) documentation of performance counseling, (5) appraisals for the current rating cycle, (6) correct calculation of performance level, and (7) inclusion of EEO/Affirmative Action and Supervision/Leadership objectives on supervisory appraisals.

3-4. Arbitration Decisions - Percent Won, Lost, Split

Objective: None Established
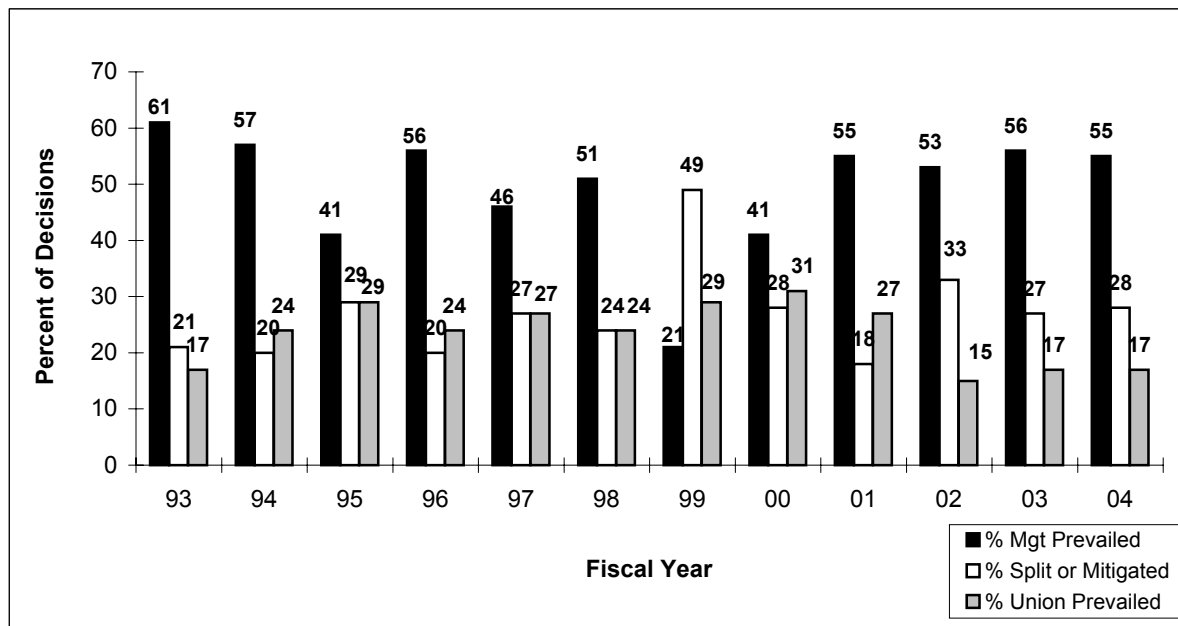
Source: Field data submitted for Annual Civilian Personnel Management Statistical Reporting Requirements

Number of Decisions

Fiscal Year	93	94	95	96	97	98	99	00	01	02	03	04
Management Prevailed	81	60	38	37	36	19	12	22	24	58	48	29
Split or Mitigated	28	21	27	13	21	9	27	15	8	36	23	15
Union Prevailed	23	25	27	16	21	9	16	17	12	16	15	9

Analysis:

● In FY04, 55% of the decisions favored management, 17% favored the union, and 28% were split or mitigated. Historically, with the exception of FY99, management typically wins between 40% to 60% of the decisions. Over the past three years management won 54% and the union won 16%.

● See Appendix, p. A18, for FY04 MACOM data.

3-5. Unfair Labor Practice - Percent of ULP Charges for Which Complaints are Issued by General Counsel, Federal Labor Relations Authority

Objective: None Established
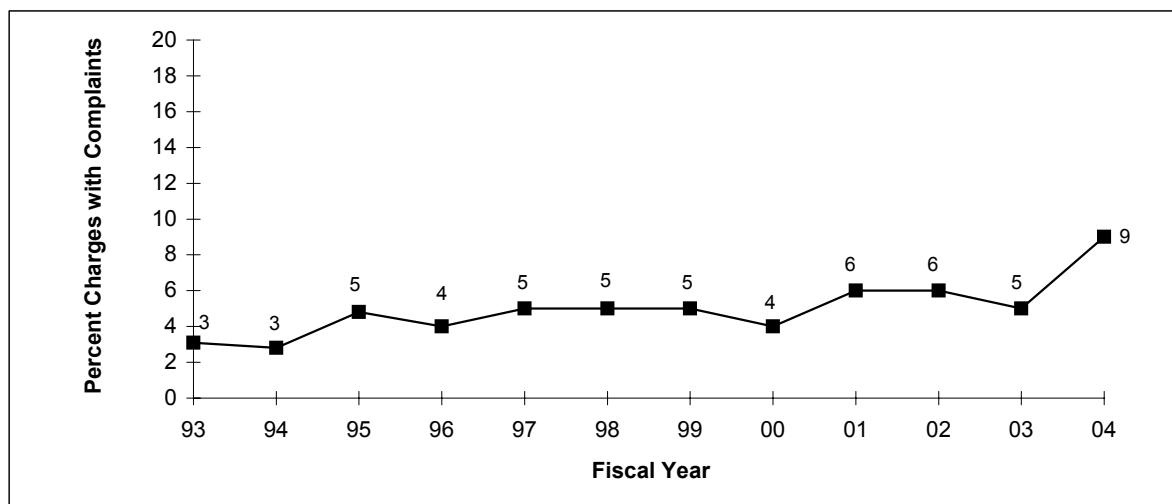
Source: Field data submitted for Annual Civilian Personnel Management Statistical Reporting Requirements

Fiscal Year	93	94	95	96	97	98	99	00	01	02	03	04
ULP Charges	972	679	607	530	381	759	433	625	365	340	287	239
Complaints Issued	30	19	29	23	18	41	22	27	23	20	14	22

Analysis:

● The percent of ULP charges filed by unions for which complaints were issued by the FLRA increased in FY04. However, this percentage increase is reflective of the increase in the legitimacy of ULP charges brought. Notice that since FY00 the number of charges filed has decreased dramatically while the number of complaints remains relatively stable across time. The Reserve Command, Corps of Engineers, Medical Command, Installation Management Agency, and Army Materiel Command accounted for over 90% of the ULP charges in Army.

● See Appendix, p. A19, for FY04 MACOM data.

3-6. Classification Appeals - Percent Army Sustained

Objective: Not less than 90% OSD and OPM Sustainment
Assessment: Not Met
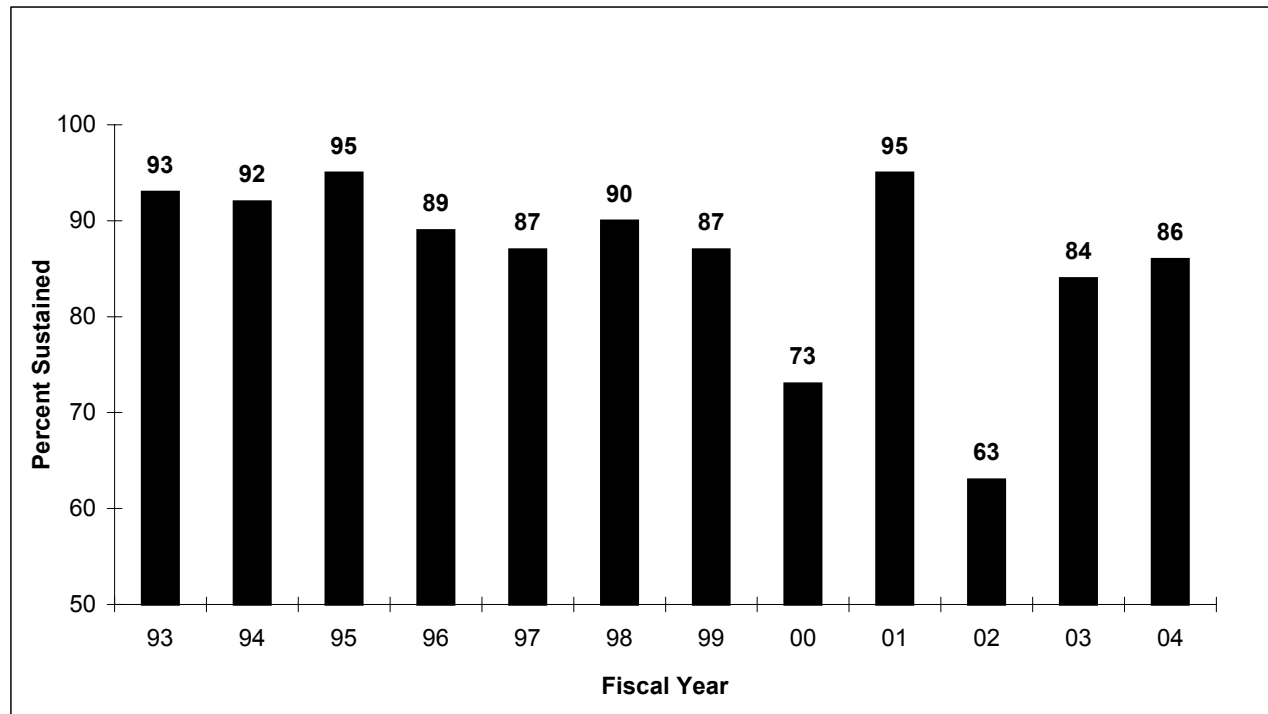
Source: HQDA (DAPE-CP-PPM)

Fiscal Year	93	94	95	96	97	98	99	00	01	02	03	04
Total Appeals	140	144	129	91	68	110	39	26	20	27	19	7
Sustained	130	133	122	81	59	99	34	19	19	17	16	6

Analysis:

● Although Army did not meet the objective, it only missed by one appeal out of seven. If not for that one sustainment, Army would have sustained 100% of the appeals.

● Note that the number of appeals declined dramatically in FY04 and is at its lowest point in at least twelve years.

3-7. Federal Employees Compensation Act (FECA) Benefits

Objective: None Established

DOL Chargeback Costs ($ Millions)

Fiscal Year	Costs ($ Millions)
93	164.2
94	168.4
95	165.5
96	164.0
97	159.8
98	162.1
99	163.2
00	167.0
01	169.0
02	174.9
03	181.0
04	177.3
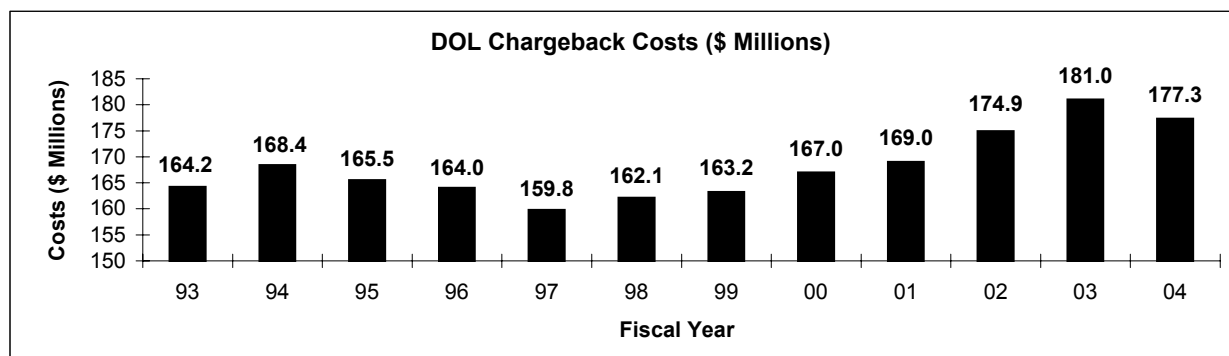
Source: Dept. of Labor (DOL) annual Chargeback Bills.

Analysis:

● FY04 DOL chargeback costs (workers' compensation) decreased b y 3.7 million from FY03, and is 8.9 million over the FY94 peak. These figures have not been adjusted to account for inflation (i.e., medical inflation and periodic cost-of-living increases). In FY93 dollars, current costs would be much lower.

● Chargeback costs are total fatal, non-fatal, medical and rehabilitation costs.

● See Appendix, p. A20, for MACOM data.

Lost-Time Injury Rate (per 1000 Employees)												
Command	Fiscal Year											
	93	94	95	96	97	98	99	00	01	02	03	04
AMC	24.5	26.8	23.8	21.3	19.2	20.8	17.5	16.8	16.2	17.0	18.4	20.3
FORSCOM *	44.4	39.1	38.4	37.7	36.7	30.7	46.0	31.9	38.4	31.5	22.8	15.3
TRADOC	29.1	30.1	27.6	29.3	25.9	31.1	31.1	23.4	15.2	18.3	33.8	14.6
USACE	18.2	19.7	17.6	13.7	14.3	13.8	12.2	9.4	8.8	9.2	21.0	11.4
NGB	37.3	37.9	36.3	33.3	32.5	31.5	30.2	27.3	14.3	24.8	9.7	26.4
IMA												20.0
MEDCOM												23.6
OTHER	NA	NA	NA	18.5	21.5	21.2	9.6	16.2	8.2	16.7	16.6	12.9
TOTAL				153.8	150.1	149.1	146.6	125.0	101.1	117.48	122.25	144.5

U.S. Army Safety Center.

Analysis:
● Army-wide totals were not shown during FY93-95 because we did not have data on "other" commands.

● The injury rates were high during FY93-94 and 96 for most MACOMs. FY01 had the lowest injury rates for most MACOMs. Rates have been rising for the last three years. IMA and MEDCOM were broken out in FY04 due to the substantial number of injuries. The lost-time injury rate changed substantially for most commands in FY04.   * FORSCOM FY04 Lost-Time Injury Rate based on strength prior to reorganization.

● Injury rate is the number of lost time injuries per 1000 Army civilians.

3-7. Federal Employees Compensation Act (FECA) Benefits (Cont.)

Long Term Injury Claim Rate

Fiscal Year	93	94	95	96	97	98	99	00	01	02	03	04
Rate per 1000 Employees	13.4	14.2	14.4	14.8	15.0	15.2	15.4	15.3	15.7	15.7	16.3	21.3
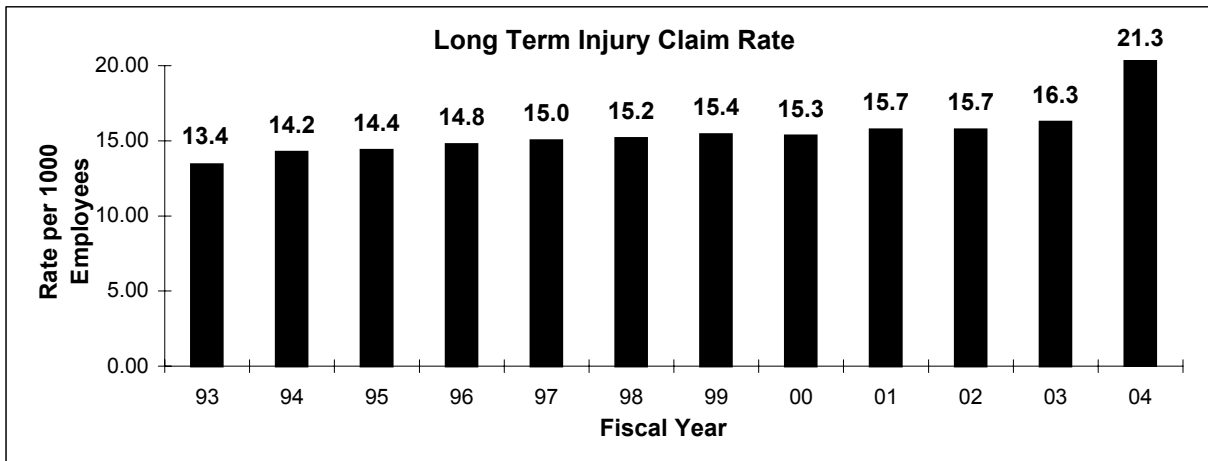
Civilian Resource Conservation Information System.

Analysis:

● The number and rate of long term injury claims increased substantially over the long term trend (see Appendix, p. A20).

● Long-term injury claims exclude death and permanently disabled cases. Data prior to FY93 are not reported because they are not based on the same definition (i.e., death and permanent disability cases were included).

● See Appendix, p. A20, for MACOM data.

Note: Data on a fourth FECA indicator, Continuation of Pay (COP) Days, were not available from DFAS.

3-8. Overall Execution for the ACTEDS Intern Program

Objective: Execute 100% of ACTEDS Resources
Assessment: Goal Met

FY04 Percent of Funding Executed

BREAKDOWN	EXECUTION	
	Percentage	**Dollars**
Salary/Benefits	83%	$ 78,215,436
Training	7%	$ 6,701,668
Travel	10%	$ 9,804,051
ARMY WIDE	100%	$ 94,721,155

Source: ODCS (G1), Resource Mangement Division and Defense Finance and Accounting System

Analysis:

- In FY04, Army executed 100% of its ACTEDS intern dollars and its distributed work years.
- FY04 funds were executed centrally. MACOM data are not applicable in FY04.
- See Appendix, pp. A21, for FY96-04 percentages.

CPM Effectiveness

3-9. Percent of Pre-Identified Emergency Essential Employees with Signed Agreements

Objective: 90% with Signed Agreements
Assessment: Not Met
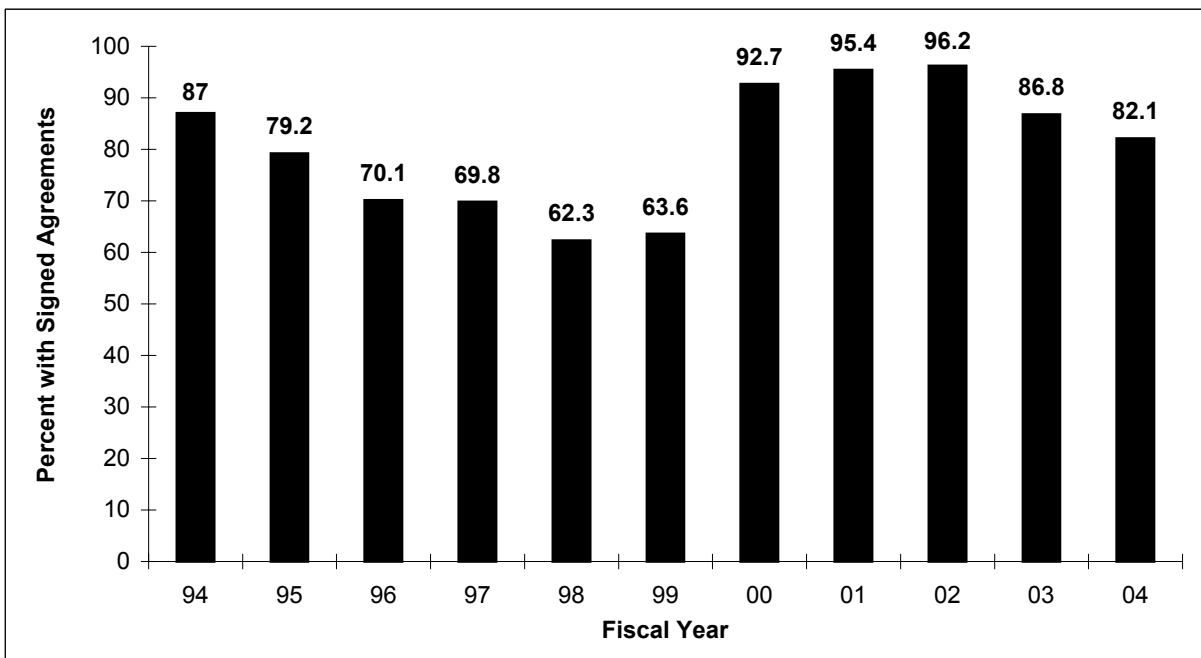
Source: HQ ACPERS

Analysis:

• Army did not meet its objective. INSCOM, IMA, CIDC, SIGNAL CMD, SDDC and USARPAC fell below the objective.

• The population for the above analysis included employees coded as emergency essential (EE) who were also coded as being in EE positions. This population, which required "hits" on both employee and position codes, was considered more "conservative" than one based solely on the employee code . With rare exceptions, all EE employees should be in EE positions. However, in FY04, 389 of 1191 EE employees (33%) were in positions not coded as being EE. Although this percentage has improved substantially, Army has two errors to be concerned about - the improper coding of EE positions and the failure to have signed agreements for all EE employees.

• See Appendix, p. A23, for raw data, MACOM data, and the computer codes used.

• Data prior to FY94 are not presented because the EE position codes needed for this analysis did not appear in earlier years.

25

✔ *Work Force Morale*

4-1. Satisfaction with Job

Objective: Not Less Than 5% Improvement Over Baseline
Assessment: Employees Met; Supervisors Met
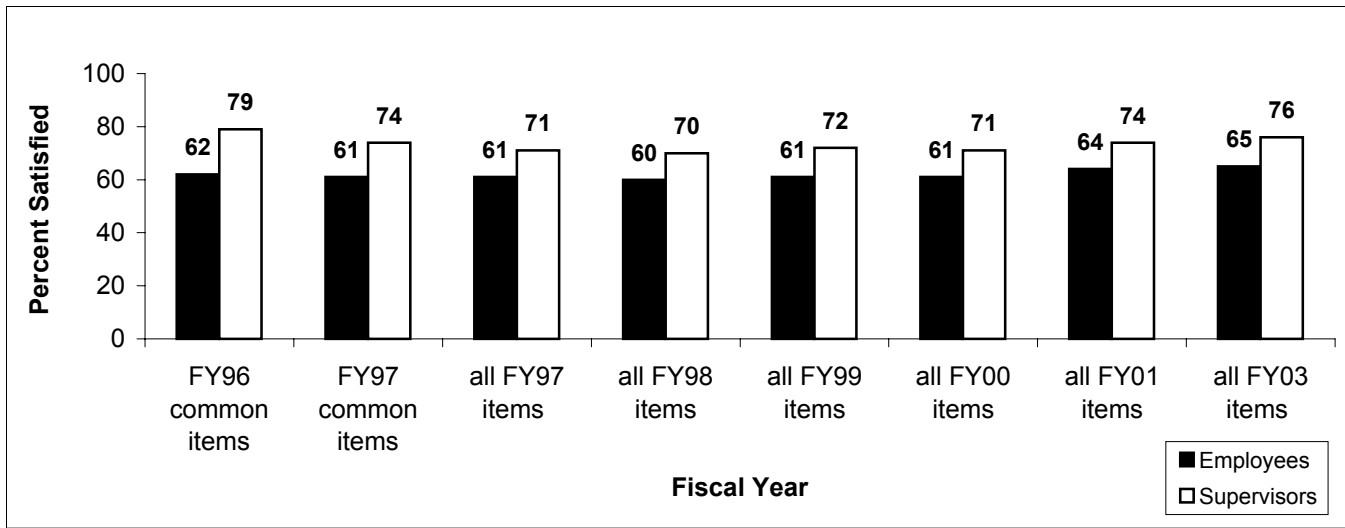
Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:
- Satisfaction is defined as the top two ratings in a five-point scale.

- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of six survey items; the supervisor score was a composite of three survey items; three items overlapped. Currently, the employee and supervisor scores are each a composite of five identical survey items. See Appendix, pp. A24-26, for the rating scale, individual survey items, raw scores, and MACOM results.

- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the employee job satisfaction percentage stayed about the same, but the supervisor job satisfaction percentage dropped by five points. Both groups remained at about the same level until FY01, when employee and supervisor percentages rose by three points. Employee job satisfaction remained about the same; supervisor job satisfaction rose by two percentage points.

- The employee and supervisor baselines (average of previous five results) are 61% and 72% respectively. Employees and supervisors met the objective.

- Supervisors are more satisfied with their jobs than are employees.

- For FY03, employee job satisfaction ranged from 67% (FORSCOM, USACE) to 63% (AMC, USAREUR, "other" command codes). Supervisor job satisfaction ranged from 79% (USACE) to 74% (MEDCOM).

4-2. Satisfaction with Career

Objective: Not Less Than 5% Improvement Over Baseline
Assessment: Employees Met; Supervisors Met

Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:

● This indicator measures whether people would recommend that others pursue a career with the Federal Government, the Army, or their specific Army organization. It does not directly measure satisfaction with their personal career. Satisfaction is defined as the top two ratings in a five-point scale. Baseline performance is calculated by averaging the satisfaction ratings for the previous four survey administrations. The employee and supervisor scores are each a composite of three identical survey items. See Appendix, pp. A27-28, for the rating scale, individual survey items, raw scores, and MACOM results.

● The baselines (average of previous five results) for employees and supervisors are 46% and 43%, respectively. The FY03 results are 59% for employees and 61% for supervisors. Employees and supervisors met the objective.

● Overall, both groups were more willing to recommend the Federal Government, the Army, and their organization as an employer to others than in previous years. Satisfaction with career has improved substantially since FY99.

● For FY03, employee career satisfaction ranged from 61% (USAREUR) to 55% (FORSCOM). Supervisor career satisfaction ranged from 64% (USAREUR) to 55% (FORSCOM).

4-3. Satisfaction with Supervisor

Objective: Not Less Than 5% Improvement Over Baseline
Assessment: Employees Met; Supervisors Met

Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:

● Satisfaction is defined as the top two ratings in a five-point scale.

● This indicator was revised in FY97. Prior to FY97, the employee score was a composite of seven survey items; the supervisor score was a composite of four survey items; two items overlapped. Currently, the employee and supervisor scores are each a composite of eight identical survey items. See Appendix, pp. A29-31, for the rating scale, individual survey items, raw scores, and MACOM results.

● Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the employee satisfaction percentage stayed about the same and the supervisor percentage dropped by six points in FY97. Both groups remained at about the same level until FY01, when employee satisfaction with supervisor rose by 9 percentage points and supervisor satisfaction rose by 10 percentage points. The FY03 results are about the same.

● The baselines (average of previous five results) for employees and supervisors are 56% and 60% respectively. The FY03 results are 63% for employees and 69% for supervisors. Employees and supervisors met the objective.

● Overall, although satisfaction with supervisor is lower among employees than among supervisors, the level of satisfaction has improved substantially over the past three years.

● For FY03, employee satisfaction ratings ranged between 66% (TRADOC, USACE) to 61% (AMC). Supervisor satisfaction ratings ranged from 73% (USACE) to 65% (MEDCOM).

4-4. Satisfaction with Management

Objective: Not Less Than 5% Improvement Over Baseline
Assessment: Employees Met; Supervisors Met
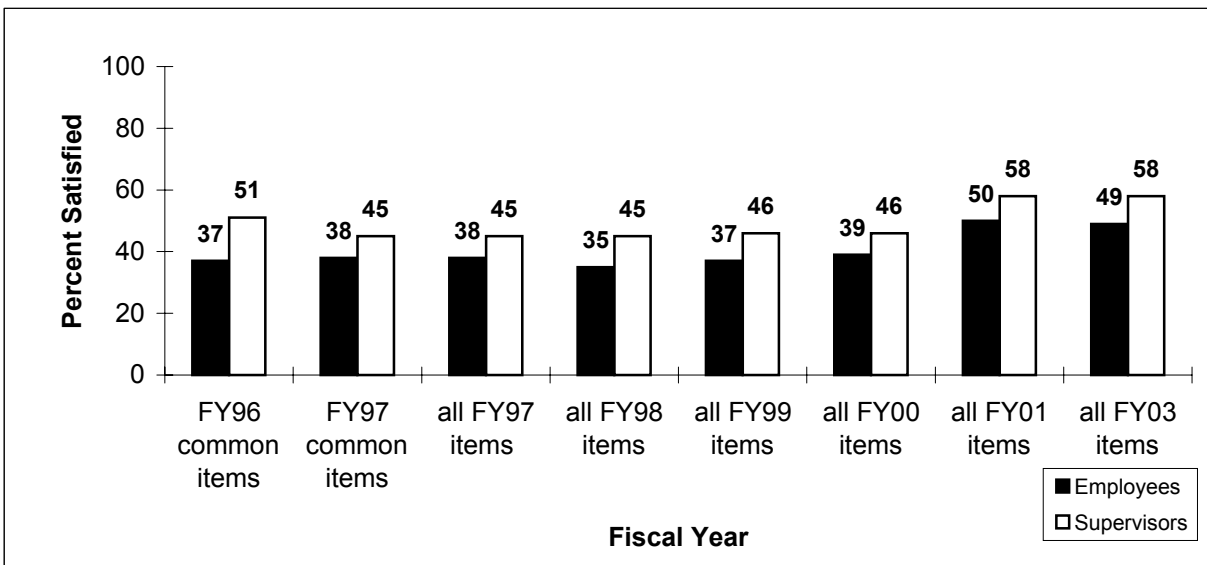
Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:

● Satisfaction is defined as the top two ratings in a five-point scale.

● This indicator was revised in FY97. Prior to FY97, the employee and supervisor scores were each a composite of six identical survey items. Currently, the employee and supervisor scores are each a composite of five identical survey items. See Appendix, pp. A32-34, for the rating scale, individual survey items, raw scores, and MACOM results.

● Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the employee satisfaction percentage stayed about the same and the supervisor satisfaction percentage dropped by six points. From FY97 through FY00 employee and supervisor satisfaction with management had been relatively unchanged; however, in FY01 both employee and supervisor satisfaction with management rose sharply - and have remained at these levels in FY03.

● The baselines (average of previous five results) for employees and supervisors are 40% and 48% respectively. The FY03 results are 49% for employees and 58% for supervisors. Employees and supervisors met the objective.

● Overall, both groups have become more satisfied with management. Employees are less satisfied than supervisors with management.

● For FY03, employee satisfaction with management ranged from 54% (TRADOC) to 43% (AMC). Supervisor satisfaction with management ranged from 61% (TRADOC) to 55% (MEDCOM).

4-5. Satisfaction with Promotion System

Objective: Not Less Than 5% Improvement Over Baseline
Assessment: Employees Met; Supervisors Met
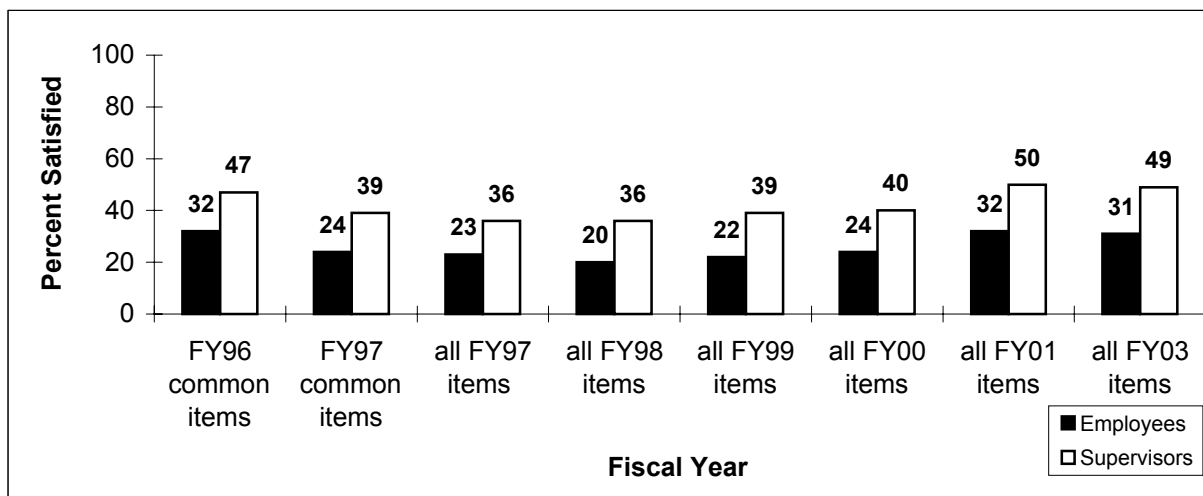
Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:

● Satisfaction is defined as the top two ratings in a five-point scale.

● This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items; the supervisor score was a composite of three survey items; two items overlapped. Currently, the employee score is a composite of four survey items; the supervisor score is a composite of five survey items; four items overlap. See Appendix, pp. A35-37, for the rating scales, individual survey items, raw scores, and MACOM results.

● Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, FY97 satisfaction with the promotion system dropped by eight percentage points for both employees and supervisors. From FY98 through FY01, employee and supervisor satisfaction with the promotion system rose by 12 and 14 percentage points. FY03 results stayed about at those levels.

● The baselines (average of five previous results) for employees and supervisors are 24% and 40% respectively. The FY03 results are 31% for employees and 49% for supervisors. Employees and supervisors met the objective.

● Overall, although employee satisfaction levels remain low, perceptions about the promotion system have changed. Note the large difference between supervisor and employee results.

● For FY03, employee satisfaction with promotion system ranged from 37% (USACE) to 26% (MEDCOM). Supervisor satisfaction with promotion system ranged from 59% (USACE) to 41% (MEDCOM).

4-6. Satisfaction with Awards and Recognition

Objective: Not Less Than 5% Improvement Over Baseline
Assessment: Employees Met; Supervisors Met
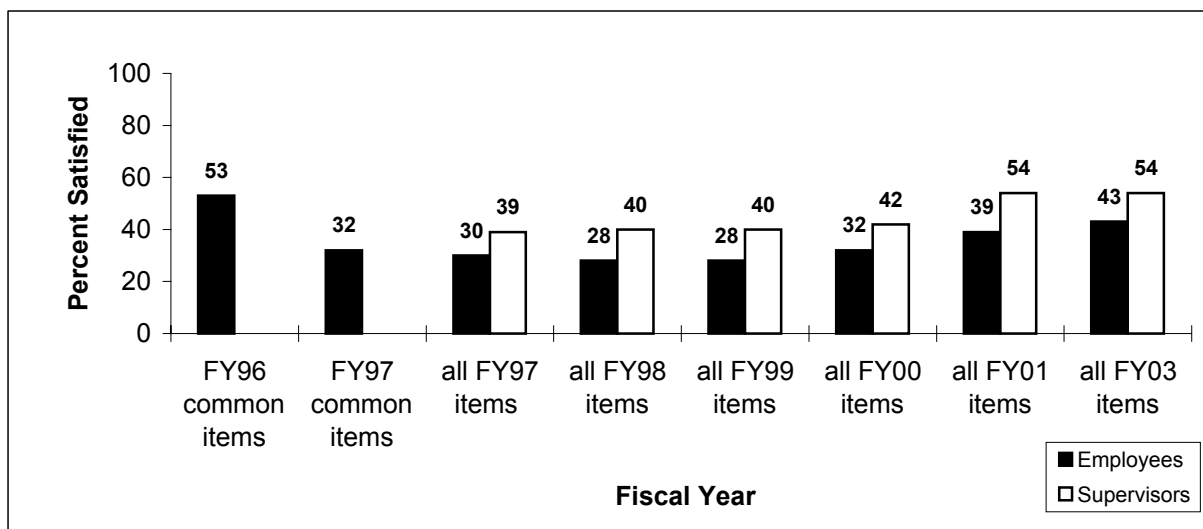
Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:

● This indicator measures whether employees are satisfied with the link between job performance and awards/recognition.

● This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items; the supervisor survey did not contain items on this topic. Currently, the employee and supervisor scores are each a composite of four identical survey items. One survey item was revised in FY97. See Appendix, pp. A38-39, for the rating scale, individual survey items, raw scores, and MACOM results.

● Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, employee satisfaction with awards and recognition dropped by 21 percentage points. Perceptions began to improve for both groups in FY00. Both groups have improved by nearly 15 percentage points since FY99.

● The baselines (average of five previous results) for employees and supervisors are 31% and 43% respectively. The FY03 results are 43% for employees and 54% for supervisors. Employees and supervisors met the objective.

● The level of supervisor satisfaction is much higher than employee satisfaction - but the gap narrowed in FY03. The employee satisfaction trend continues to improve.

● For FY03, employee satisfaction ranged from 46% (USACE) to 37% (MEDCOM). Supervisor satisfaction ranged from 61% (USACE) to 46% (MEDCOM).

4-7. Satisfaction with Discipline/Grievance/EEO Procedures

Objective: Not Less Than 5% Improvement Over Baseline
Assessment: Met
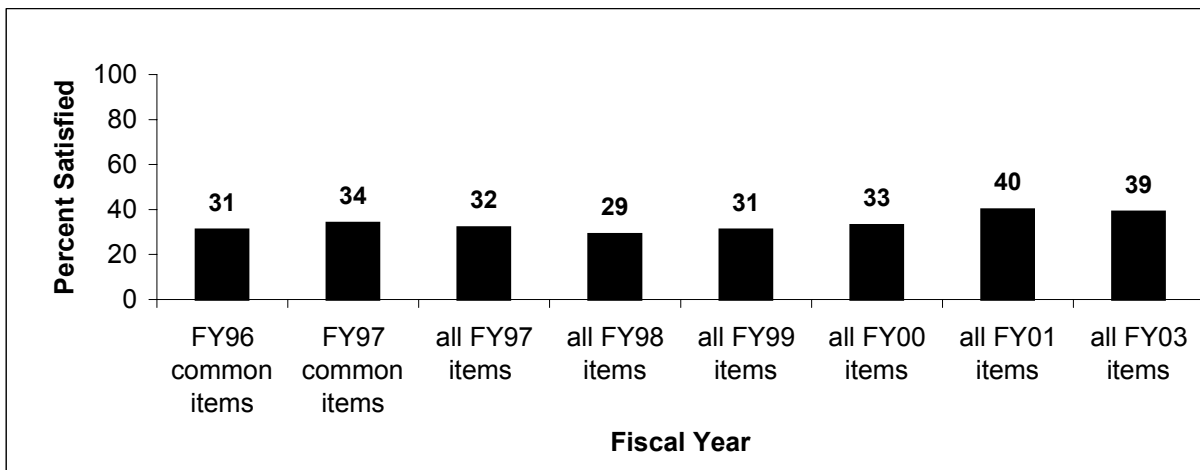
Source: Army Civilian Attitude Survey (employee version)

Analysis:

● Satisfaction is defined as the top two ratings in a five-point scale.

● This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items. Currently, the employee score is a composite of four re-worded items. Supervisor surveys did not contain items on this topic. See Appendix, pp. A40-41, for the rating scale, individual survey items, raw scores, and MACOM results.

● Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, employee satisfaction with increased by three percentage points in FY97. From FY98 through FY01 employee satisfaction rose by 11 percentage points, with 7 of those points coming between FY00 and FY01. FY03 results declined by 2 percentage points.

● The baseline (average of previous five results) for employees is 33%. FY03 results are 39% for employees. Employees met the objective.

● Overall, although perceptions have improved dramatically over the past three years, employees are not satisfied with administrative procedures related to discipline, grievances, and EEO.

● For FY03, employee satisfaction ranged from 43% (USACE) to 34% (AMC).

4-8. Satisfaction with Work Group

Objective: Not Less Than 5% Improvement Over Baseline
Assessment: Met
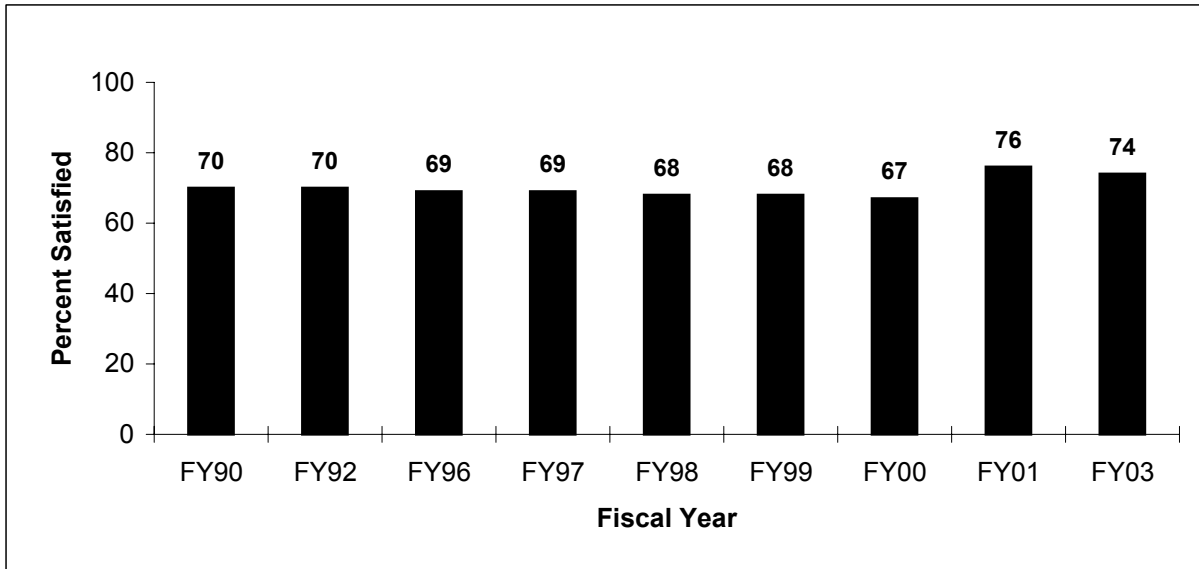
Source: Army Civilian Attitude Survey (employee version)

Analysis:

● Satisfaction is defined as the top two ratings in a five-point scale. Baseline performance is calculated by averaging the satisfaction ratings for the previous four survey administrations. The employee score is a composite of three survey items. Supervisor surveys did not contain items on this topic. See Appendix, pp. A42-43, for the rating scale, individual survey items, raw scores and MACOM results.

● The baseline for employees is 69%. The FY03 satisfaction score is 74%. The objective of 5% improvement over the baseline was met.

● Overall, employees are very satisfied with their co-workers.

● For FY03, employee satisfaction with work group ranged from 76% (TRADOC) to 70% (MEDCOM).

4-9. Satisfaction with Amount of Authority

Objective: Not Less Than 5% Improvement Over Baseline
Assessment: Met
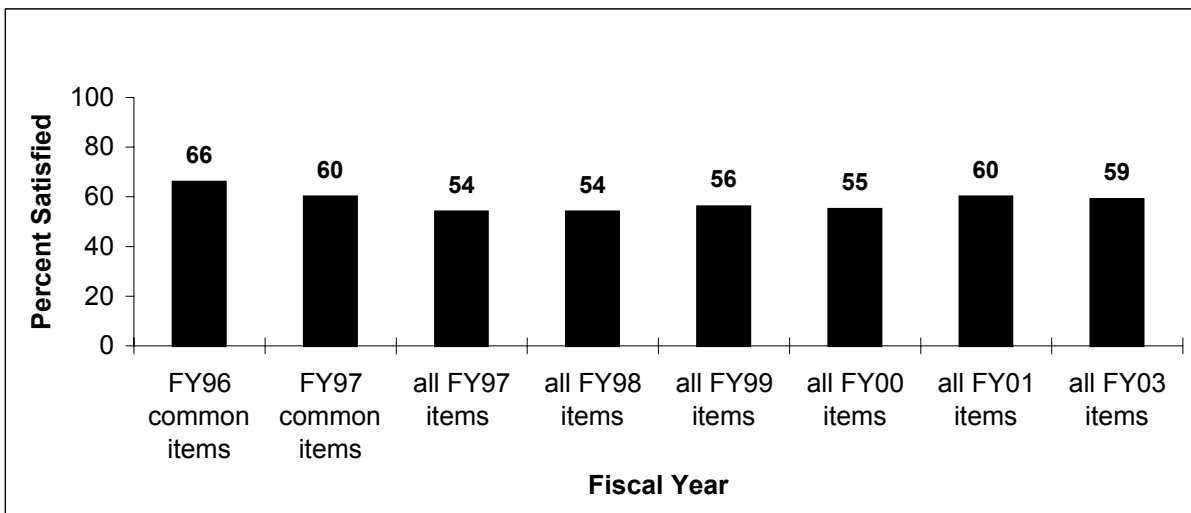
Source: Army Civilian Attitude Survey (supervisor version)

Analysis:
● This indicator measures the degree to which supervisors are satisfied with the amount of authority they have to carry out their responsibilities properly. Satisfaction is defined as the top rating in a three-point scale.

● This indicator was revised in FY97. Prior to FY97, the supervisor score was a composite of eleven survey items. Currently the supervisor score is a composite of twelve items, ten of which overlap. The employee survey did not contain items on this topic. See Appendix, pp. A44-46, for the rating scale, individual survey items, raw scores, and MACOM results.

● Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, supervisor satisfaction with authority drops by six percentage points in FY97. From FY97, through FY00 supervisor satisfaction was relatively unchanged. However, in FY01 the level rose by five percentage points and remained about the same in FY03.

● The baseline (average of previous five results) for supervisors is 56%. FY03 results are 59% for supervisors. Supervisors met the objective.

● Overall, supervisors are satisfied with the amount of authority provided them to carry out their personnel management responsibilities.

● For FY03, supervisor satisfaction with authority ranged from 62% (USACE) to 57% (MEDCOM).

4-10. Satisfaction with Training and Development

Objective: Not Less Than 5% Improvement Over Baseline
Assessment: Employees Met; Supervisors Met
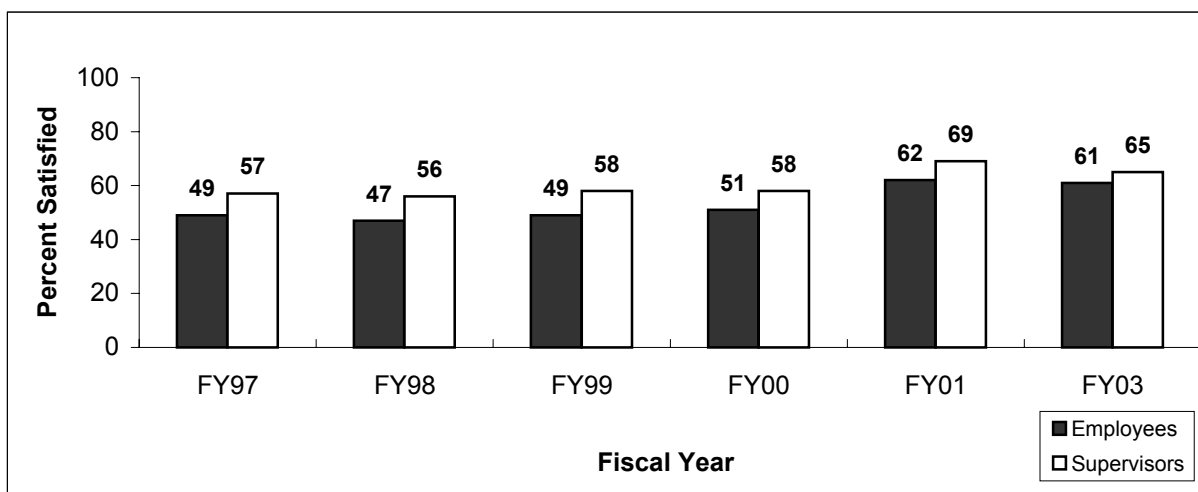
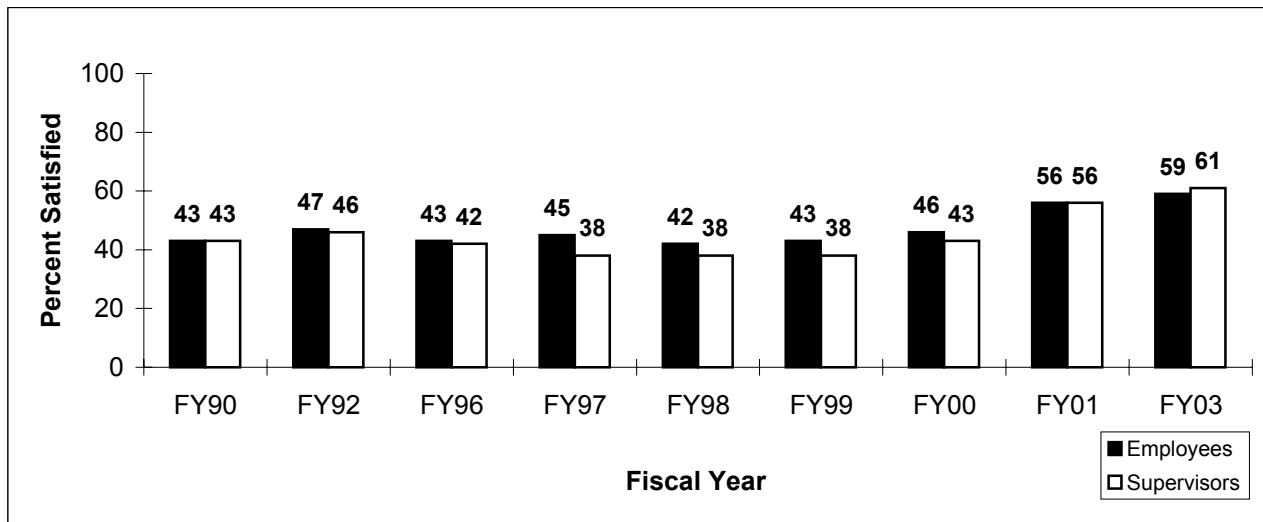*Source: Army Civilian Attitude Survey (employee and supervisor versions)*

Analysis:

● Satisfaction is defined as the top two ratings in a five-point scale.

● The employee score is a composite of three survey items; the supervisor score is a composite of three survey items; no items overlap. See Appendix, pp. A47-49, for the rating scales, individual survey items, raw scores and MACOM results.

● Employee and supervisor satisfaction with training and development had been relatively unchanged from FY97, when this indicator was created, through FY00. In FY01 satisfaction levels rose by 11 percentage points for both groups. Employee satisfaction remained about the same in FY03; however, supervisor satisfaction declined by 4 percentage points.

● The baseline (average of five previous results) for employees and supervisors is 52% and 60% respectively. The FY03 results are 61% for employees and 65% for supervisors. Employees and supervisors met the objective.

● Supervisors are more satisfied with the training and development system than are employees, but levels have improved.

● For FY03, employee satisfaction with training and development ranged from 66% (USACE) to 57% (TRADOC). Supervisor satisfaction ratings ranged from 68% (AMC, USACE) to 58% (USAREUR).

4-11. Satisfaction with Fairness

Objective: Not Less Than 5% Improvement Over Baseline
Assessment: Employees Met; Supervisors Met
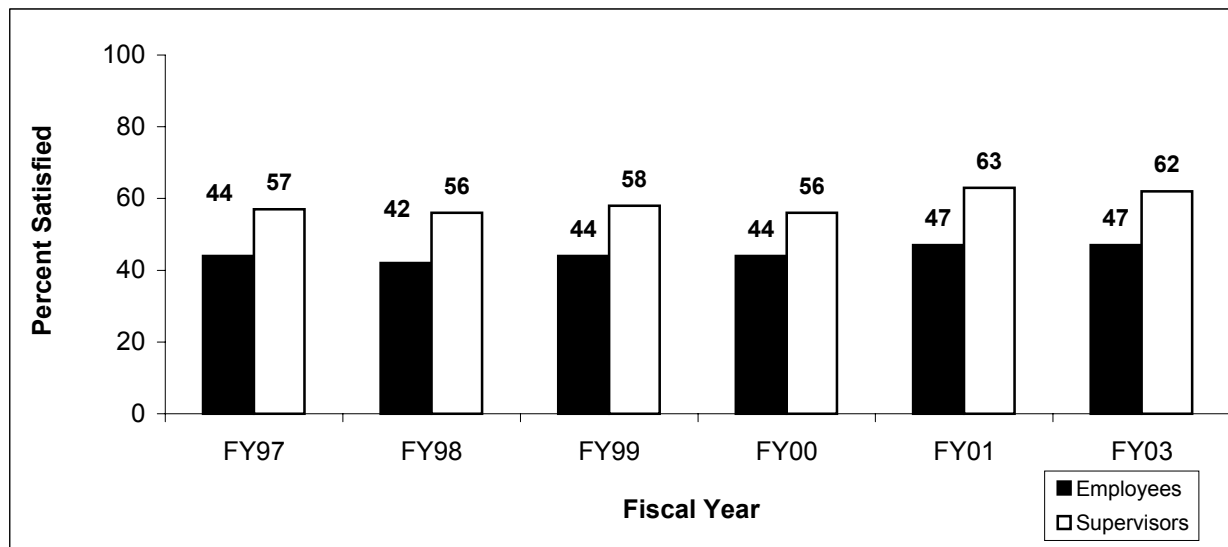
Source: Army Civilian Attitude Survey (employee and supervisor versions)
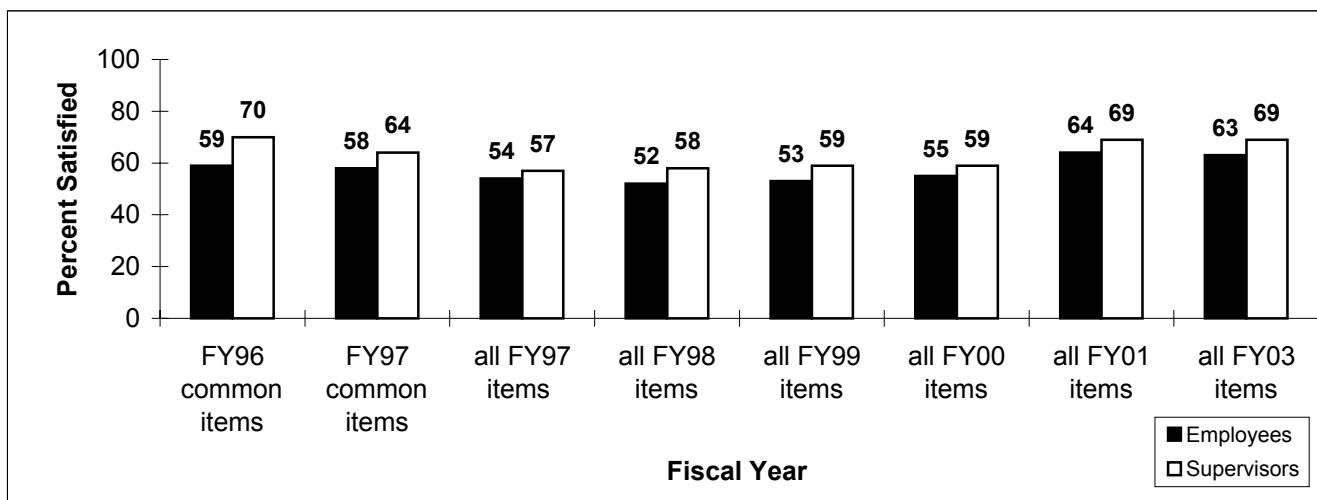
Analysis:

● Satisfaction is defined as the top two ratings in a five-point scale.

● The employee and supervisor scores are each a composite of six identical survey items. See Appendix, pp. A50-52, for the rating scales, individual survey items, raw scores, and MACOM results.

● Employee and supervisor satisfaction with fairness stayed about the same in FY03.

● The baseline (average of previous five results) for employees and supervisors is 44% and 58% respectively. FY03 results are 47% for employees and 62% for supervisors. Employees and sueprvisors met the objective.

● Supervisors are more satisfied with fairness than are employees. The gap between employee and supervisor satisfaction has widened.

● For FY03, employee satisfaction with fairness ranged from 51% (USAREUR) to 42% (AMC). Supervisor results ranged from 65% (FORSCOM) to 60% (TRADOC).

4-12. Number of Formal Grievances (Under Administrative Grievance Procedures) - Rate per 1000 Non-Bargaining Unit Employees

Objective: None Established
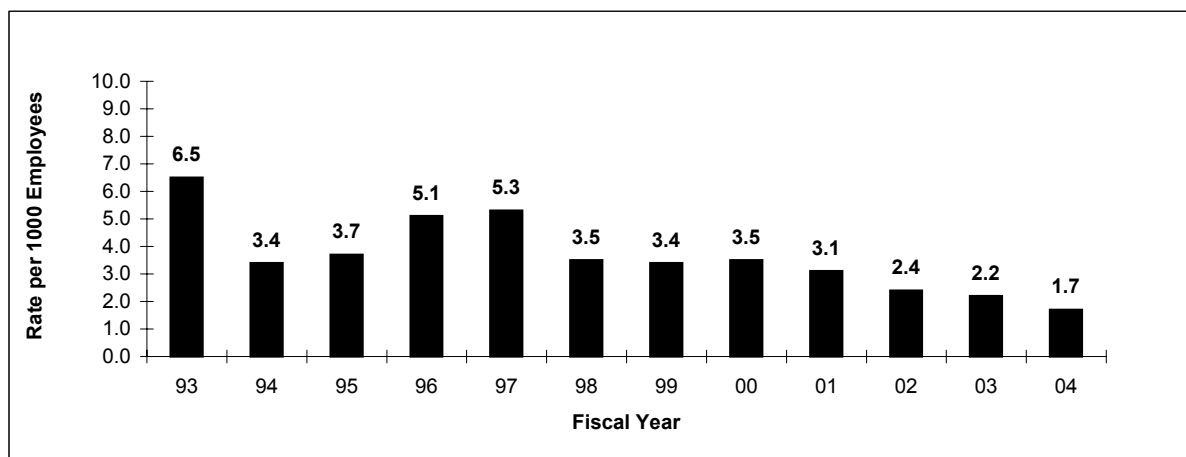
Source: No. grievances from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements;
No. non-bargaining unit employees from HQ ACPERS

Fiscal Year	93	94	95	96	97	98	99	00	01	02	03	04
No.Grievances	769	376	387	510	485	302	293	289	249	211	187	146
No.Non-BU Employees	130,206	118,447	109,800	105,679	99,088	91,490	87,304	85,130	83,600	81,605	86,757	86,954

Analysis:

● The FY04 rate of 1.7 is the lowest in twelve years. The number of formal grievances under administrative grievance procedures continues to decline.

● See Appendix, p. A53, for FY04 MACOM data.

● Non-bargaining unit (BU) employees were identified by codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

4-13. Number of Formal Grievances (Under Procedures Negotiated with Unions) - Rate per 1000 Bargaining Unit Employees

Objective: None Established
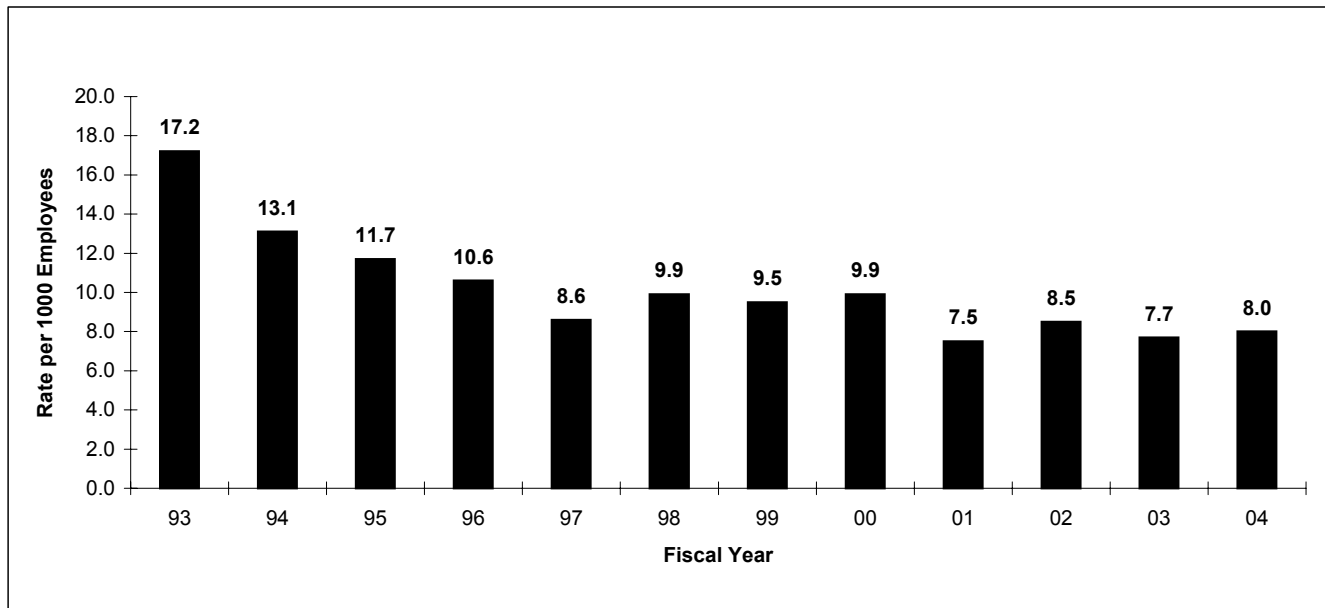
Source: No. grievance from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements;
No. bargaining unit employees from HQ ACPERS

Fiscal Year	93	94	95	96	97	98	99	00	01	02	03	04
No.Grievances	2,434	1,808	1,575	1,357	1,071	1,181	1,086	1,119	855	951	866	925
No.BU Employees	141,847	138,071	134,062	127,594	124,208	119,841	113,748	113,554	113,902	112,215	112,261	115,408

Analysis:

● In FY04, the rate of grievances was 8.0. This is slightly up from the long term declining trend in the rate of formal grievances among bargaining unit employees.

● See Appendix, p. A54, for FY04 MACOM data.

● Bargaining unit (BU) employees were identified by subtracting from the total population all employees with codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

4-14. EEO Complaints - Percent DA Final Findings of Discrimination

Objective: None Established
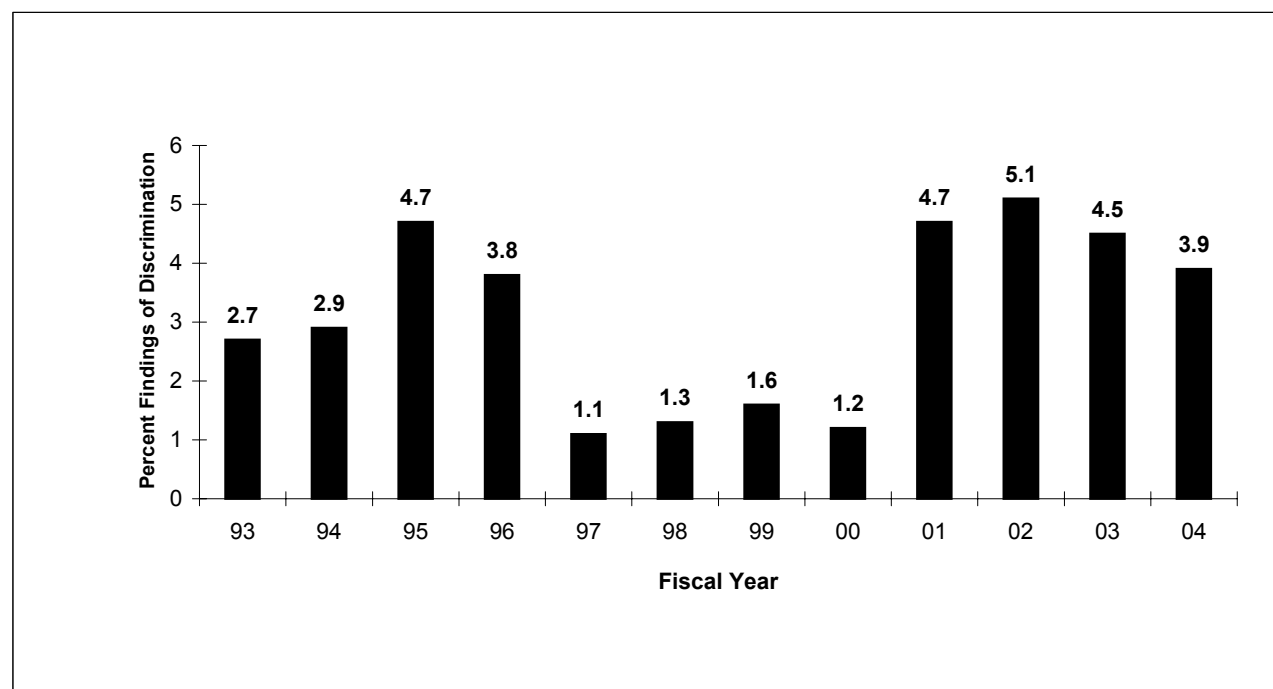
Source: EEOCCRA, does not include cases adjudicated by the Equal Employment Opportunity Commission, Architectural and Transportation Barriers Compliance Board, or federal civil court

Fiscal Year	93	94	95	96	97	98	99	00	01*	02	03	04
No. Formal Complaints Filed	1905	2108	1825	1398	1565	1451	1366	1346	1139	1124	1069	1002
No. to EEOCCRA	479	722	426	314	543	472	493	499	596	489	398	436
No. Findings of Discrimination	13	21	20	12	6	6	8	6	28	25	18	17

Analysis:

● Most complaints are either dismissed, withdrawn or settled before reaching Equal Employment Opportunity Compliance & Complaints Review Agency (EEOCCRA). Although 44% of the formal EEO complaints filed made it to EEOCCRA for Final Agency Decision in FY04, the long term view shows continued decreases in the number of formal complaints filed since peaking in FY94 and FY97.

● Final findings of discrimination reamined about the same in FY04 compared to the previous fiscal year. The rise in FY01 through FY03 may be related to the fact that the authority of administrative judges was increased in 1999 from recommending to rendering decisions.

●   * Change to FY01 corrects inclusion of dismissal decisions at installation level.

Work Force Quality

5-1. New Interns - Education Level

Objective: None Established

Education Level by Type of Trainee
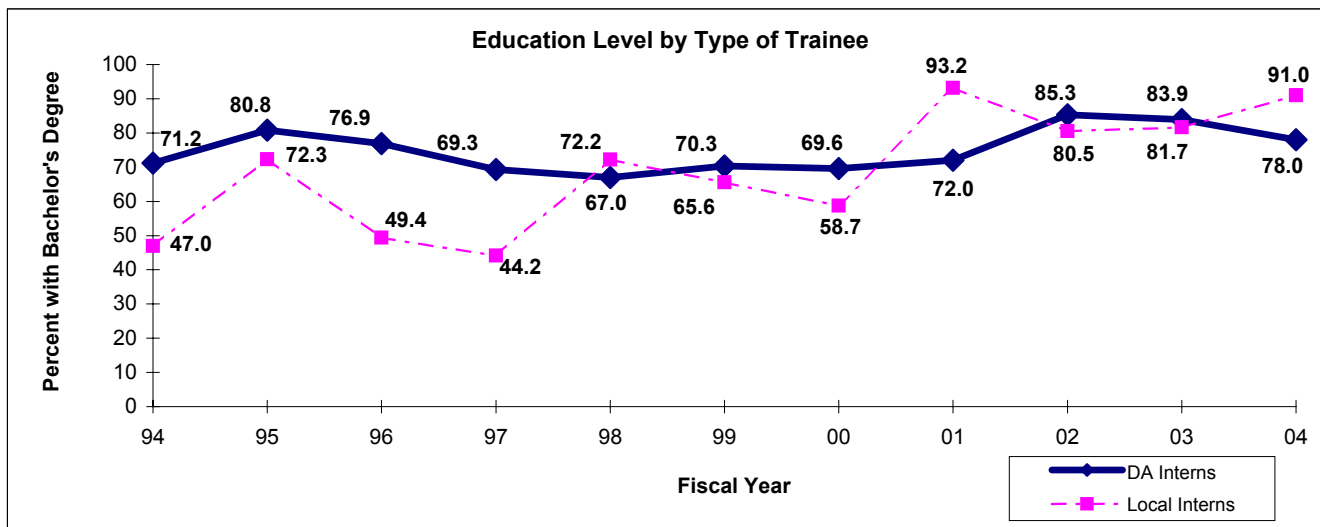
Source: DAPE-CP-CP

Number with and without Bachelor's Degree

Fiscal Year	94	95	96	97	98	99	00	01	02	03	04
DA Interns											
With Degree	166	421	226	284	185	227	176	546	133	867	441
Without Degree	67	100	68	126	91	96	77	212	23	166	125
Local Interns											
With Degree	63	94	43	34	13	59	54	96	314	295	485
Without Degree	71	36	44	43	5	31	38	7	76	66	49

Analysis:

● FY04 data shows a 27% reduction in the number of interns hired compared with FY03. The number of DA Interns with a bachelor's degree or higher was 441 (78%). The number of local interns with a bachelor's degree or higher was 485 (91%).

● In FY94-04 - 74.9% of DA interns had a bachelor's degree or higher, compared to 68.7% of local interns.

● Data prior to FY94 are not presented because of poor coding in the database. Functional Trainees data was dropped from this item for the same reason.

5-2. Workforce - Education Level by PATCO

Objective: None Established

Professional Occupations

Percent with Bachelor's Degree

Fiscal Year	Army	DOD	Govt Wide
93	85.7	88.2	86.5
94	86.8	88.0	86.7
95	87.1	87.8	86.8
96	87.1	86.9	86.7
97	86.7	86.4	86.8
98	86.2	84.6	86.1
99	85.6	85.1	84.9
00	84.9	83.1	84.3
01	84.6	85.7	85.3
02	84.7	85.0	84.8
03	84.6	86.7	85.7
04	85.8		

Source: OPM except for FY04 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Administrative Occupations

Percent with Bachelor's Degree

Fiscal Year	Army	DOD	Govt Wide
93	41.4	39.1	48.5
94	41.9	39.7	48.5
95	42.5	40.2	48.5
96	42.6	40.4	48.5
97	42.1	40.1	48.7
98	41.8	39.9	48.5
99	41.1	39.4	47.5
00	40.7	39.2	47.4
01	39.6	38.6	47.3
02	39.5	38.5	47.0
03	39.6	39.4	47.2
04	39.7		

5-2. Workforce - Education Level by PATCO (Cont.)

Technical Occupations

Chart: Percent with Bachelor's Degree by Fiscal Year (93–04), comparing Army, DOD, and Govt Wide.

Fiscal Year	Army	DOD	Govt Wide
93	11.3	10.6	13.8
94	11.5	10.7	14.0
95	11.6	10.9	14.1
96	11.2	10.8	14.1
97	11.0	10.8	14.3
98	10.8	10.6	14.4
99	10.6	10.5	13.5
00	11.8	11.1	13.7
01	10.4	10.7	13.3
02	10.6	10.7	12.4
03	10.9	11.2	12.1
04	11.6		

Clerical Occupations

Chart: Percent with Bachelor's Degree by Fiscal Year (93–04), comparing Army, DOD, and Govt Wide.

Fiscal Year	Army	DOD	Govt Wide
93	6.4	5.8	7.4
94	6.2	5.8	7.2
95	6.5	5.9	7.3
96	6.4	5.9	7.4
97	6.5	5.9	7.7
98	6.5	5.9	7.5
99	6.5	5.8	6.9
00	7.6	6.3	7.2
01	6.8	6.0	7.4
02	7.0	6.3	7.9
03	7.7	6.9	8.6
04	8.3		

5-2. Workforce - Education Level by PATCO (Cont.)

Other White Collar Occupations

Analysis:

● The data element "Occupational Category" lists two codes in addition to those listed here, i.e., code B (Blue Collar) and code M (Mixed Collar). However, analysis of education level by those occupational categories was not considered relevant.

● For professional occupations, the percent with college degrees has been high, stable, and at about the same levels in Army, DOD and Government-wide. Over the past twelve years, the Army percent ranged from a high of 87.1% in FY95/96 to a low of 84.6% in FY01 and FY03. The FY04 Army percent with college degrees is 85.8% and is off 1.3 percentage points from its high.

● For administrative occupations, the Army percent declined 2.9 percentage points since FY96, while the DOD and Government-wide percents remained relatively flat, declining 1.0 and 1.3 percentage points since FY96 respectively. The Government-wide percent is higher than those of Army and DOD.

● College degrees for those in Army technical occupations has ranged between 11.8% in FY00 to 10.4% in FY01. The current level is 11.6%. The Government-wide percent is higher than Army, and the Army percent is about the same as DOD. A similar pattern of results exist for those having college degrees in clerical occupations; however, the percent level is lower than for those in technical occupations, and Army has more clerical staff with college degrees than DOD.

● For other white collar occupations, the percent with college degrees has increased steadily over the past twelve years for Army (from 4.1% to 6.2%), DOD (from 3.6% to 6.0%), and Government-wide (from 11.5% to 15.2%). The Government-wide percent is higher than those of Army and DOD, but over the last two years has declined slightly to around 15%.

● FY04 DOD and Government-wide data were not available at the time of publication.

● See Appendix, pp. A55-56, for raw data and explanation of terms "Army," "DOD," and "Govt Wide."

5-3. Monetary and Time Off Awards - Rate per 1000 Employees
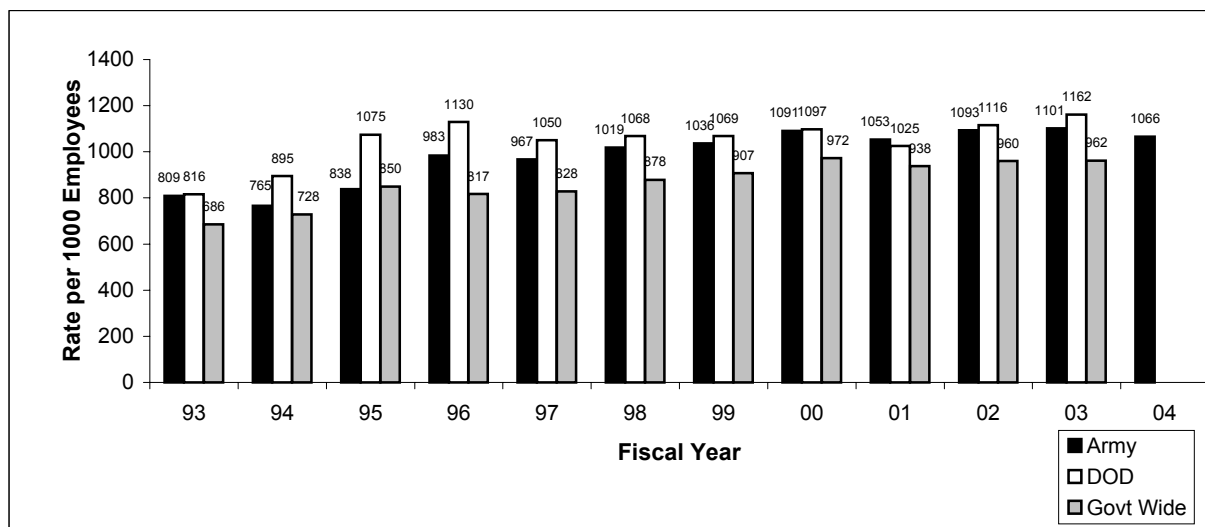
Objective: None Established

Source: OPM except for FY04 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

● OPM's Civilian Personnel Data File (CPDF) does not contain honorary award data. Therefore, only time-off and monetary awards are included in this graph.

● The rate of awards increased from FY96 through FY03. The rate for FY04 is less than FY03, but still at relatively high levels set back in FY98-FY00. Between FY93-03 the rate of awards increased 36% for Army, DOD increased by 42% and Government-Wide increased by 40%.

● From FY96 to FY00, Army's total award rate is higher than the Government-Wide rate but lower than the DOD rate. In FY01, the Army total award rate surpassed the DOD rate for the first and only time. It continued, however, to surpass the Government-Wide rate through FY03.

● FY04 DOD and Government-Wide data were not available in time for publication.

● See Appendix, pp. A57-58, for raw data, explanation of the Nature of Action (NOA) codes used, discription of the terms "Army," "DOD," and "Gov't-Wide," and FY04 MACOM monetary and time-off award data.

5-4. Disciplinary/Adverse Actions - Rate per 1000 Employees
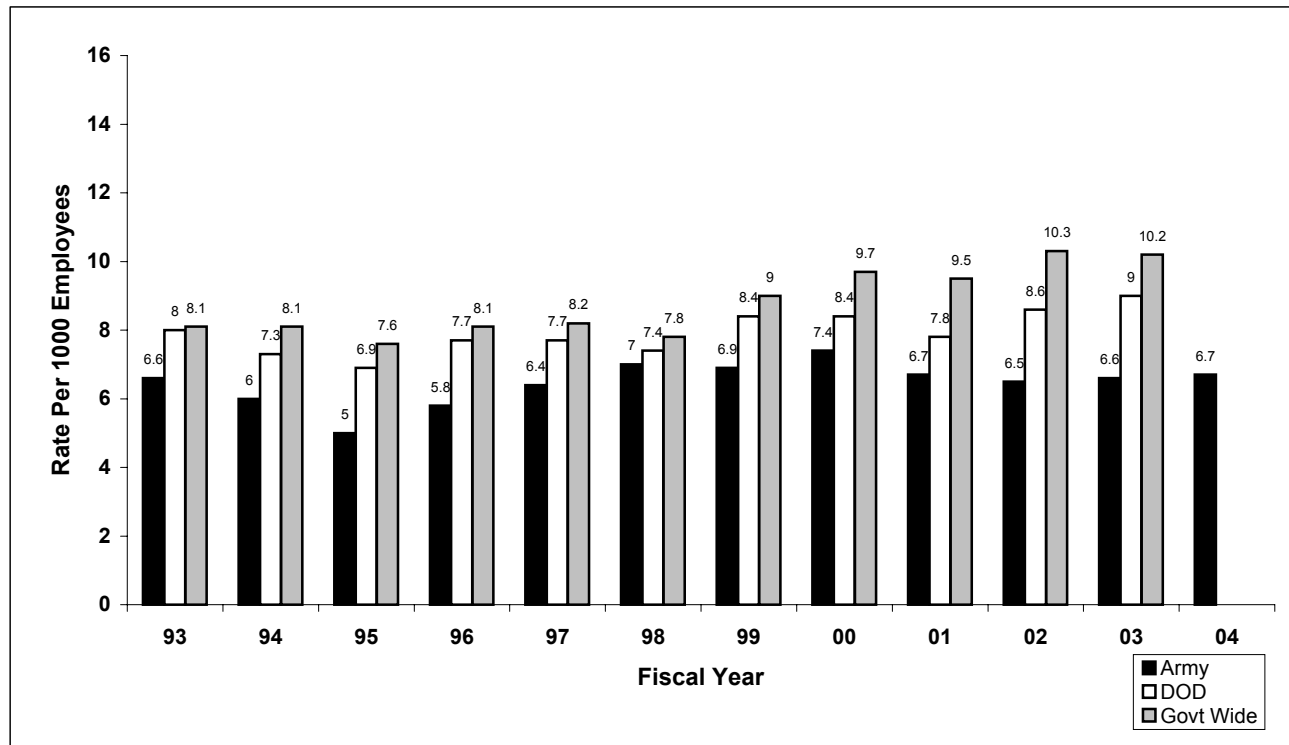
Objective: None Established

Source: OPM except for FY04 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

● Army's rate of disciplinary/adverse actions per 1000 employees in FY04 continues to be lower than the DOD and Government-wide rates through FY03. DOD and Government-wide data for FY04 were not available at the time of publication.

● The figures do not reflect actions taken under various forms of Alternative Discipline that do not result in SF-50 actions and coding into DCPDS.

● See Appendix, pp. A59-61, for raw data, MACOM data, explanation of the Nature of Action (NOA) and Legal Authority Codes (LACs) used to define "Disciplinary/Adverse Actions" and explanation of the terms "Army," "DOD," and "Govt Wide."

Work Force Quality

5-5. Disciplinary/Adverse Actions by RNO

Objective: None Established
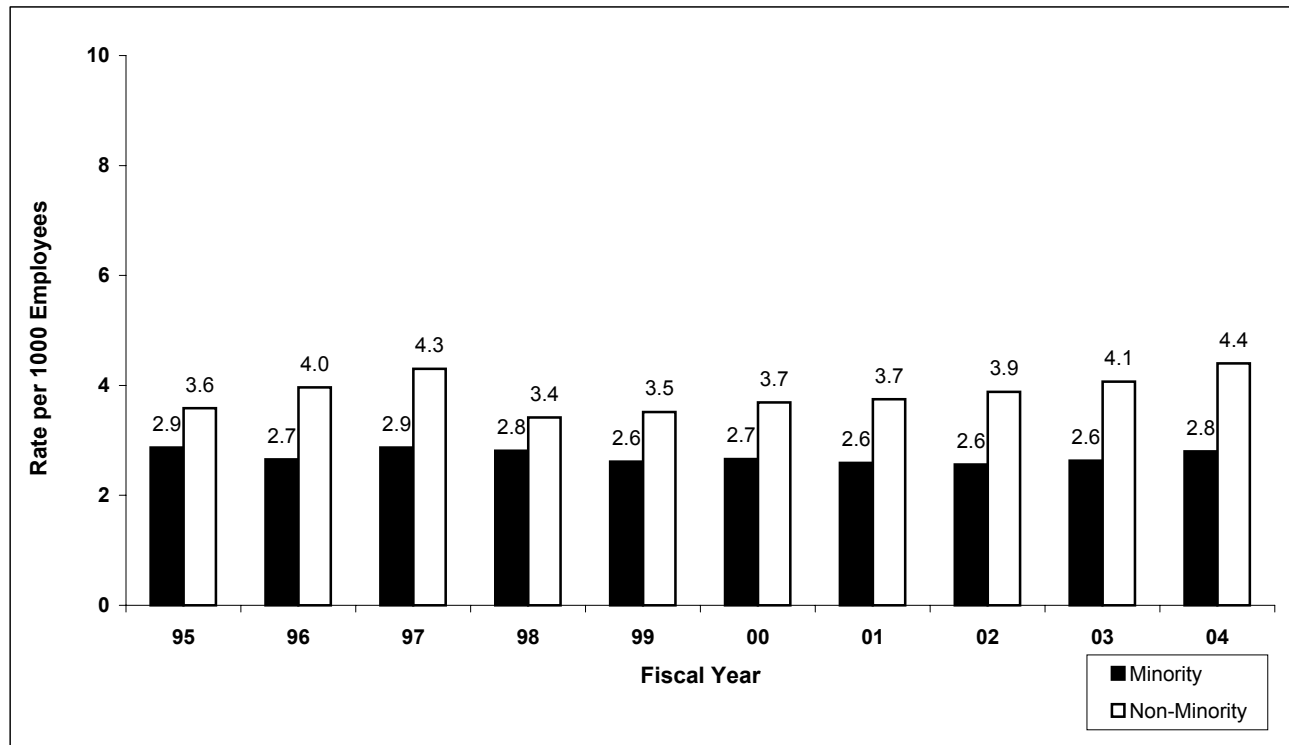
Source: HQ ACPERS & HQDA Workforce Analysis Support System (WASS).

Analysis:

● The rate of disciplinary/adverse actions is lower for Army minority employees than for Army non-minority employees.

● The proportion of actions against Army minority employees is higher than their representation in the workforce. Historically, approximately 39% of the actions are taken against minority employees as compared to their 27% representation in the workforce.

● The figures do not reflect actions taken under various forms of Alternative Discipline that do not results in SF-50 actions and coding into the DCPDS.

● See Appendix, pp. A62, for raw data and explanation of the Nature of Action (NOA) used to define "Disciplinary/Adverse Actions."

46

Work Force Representation

6-1. RNO Breakout of Work Force

Objective: None Established

Percent Black
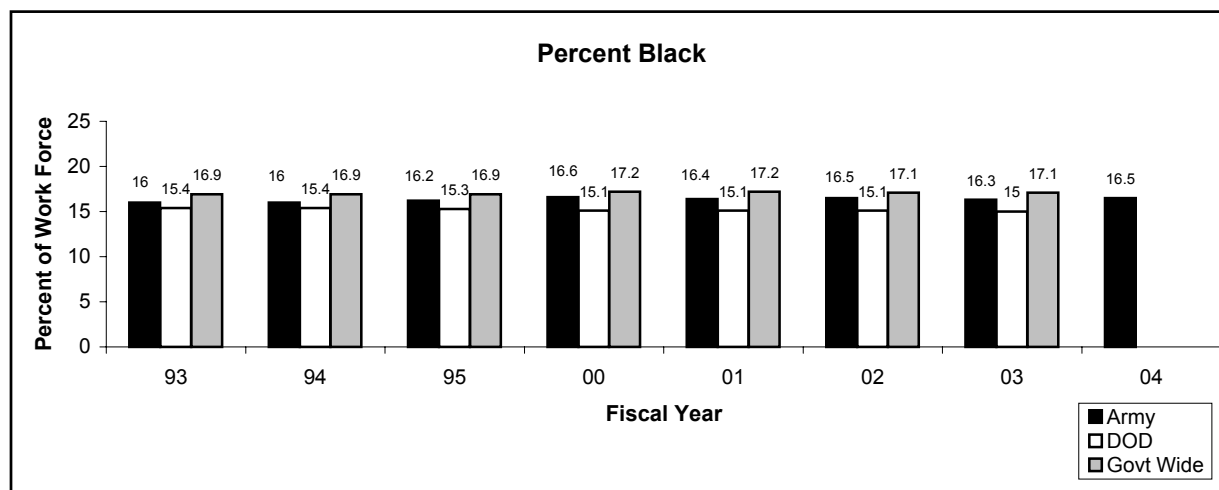
Source: OPM except for FY03 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Percent Hispanic

6-1. RNO Breakout of Work Force (Cont.)

Percent Asian American/Pacific Islander

Y-axis: **Percent of Work Force** (0–10)
X-axis: **Fiscal Year**

FY	Army	DOD	Govt Wide
93	2.4	3.8	3.3
94	2.4	3.9	3.4
95	2.6	4	3.5
00	3	4.2	3.8
01	3	4.3	3.9
02	3.2	4.4	4.1
03	3.3	4.4	4.2
04	3.3		

Legend: Army, DOD, Govt Wide

Percent American Indian/Alaskan Native

Y-axis: **Percent of Work Force** (0–6)
X-axis: **Fiscal Year**

FY	Army	DOD	Govt Wide
93	1.1	0.9	2
94	1.1	1	2
95	1.2	1	2
00	1.2	1	2.2
01	1.2	1	2.2
02	1.1	1	2.2
03	1.1	1	2.2
04	1.1		

Legend: Army, DOD, Govt Wide

6-1. RNO Breakout of Work Force (Cont.)

Percent White
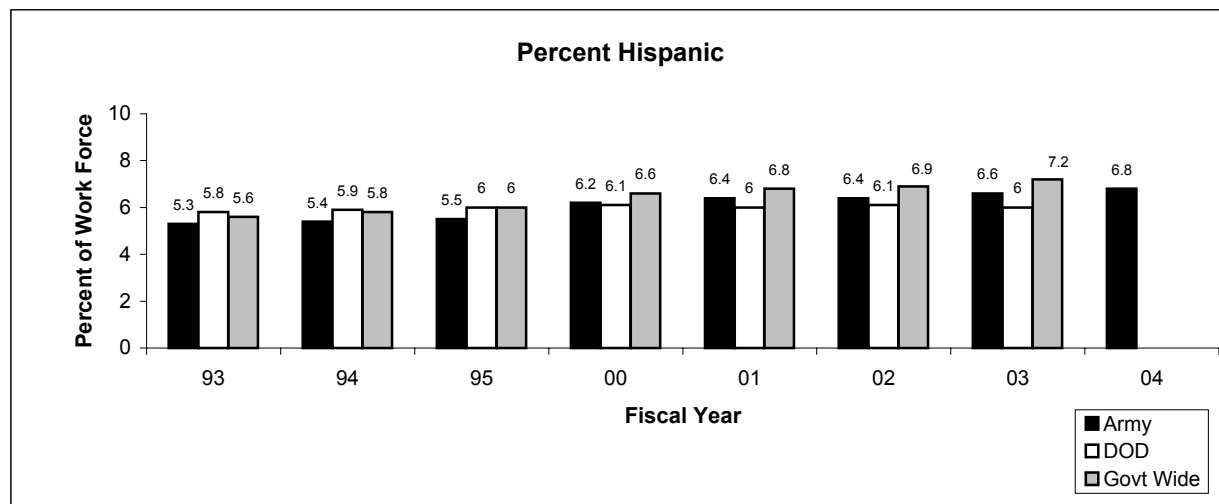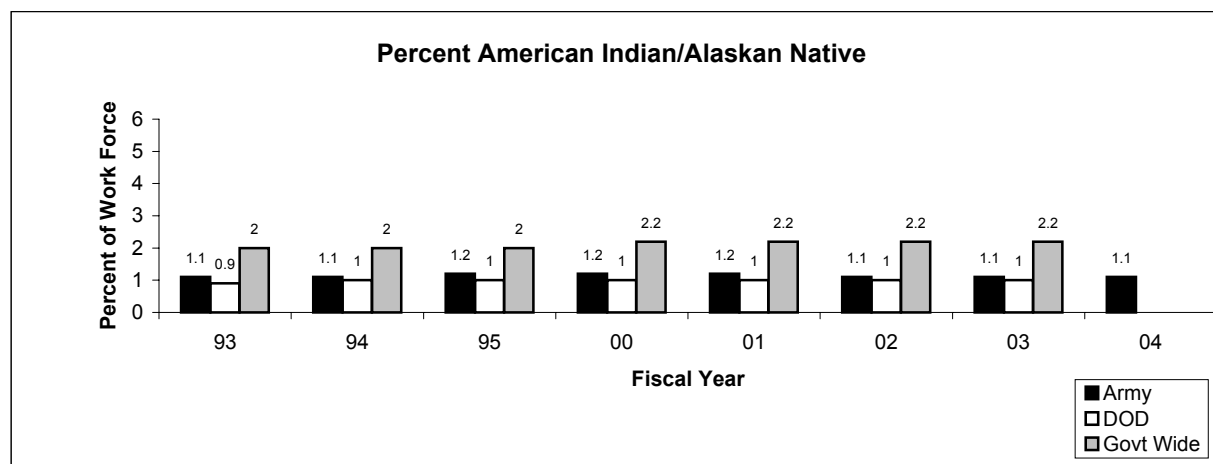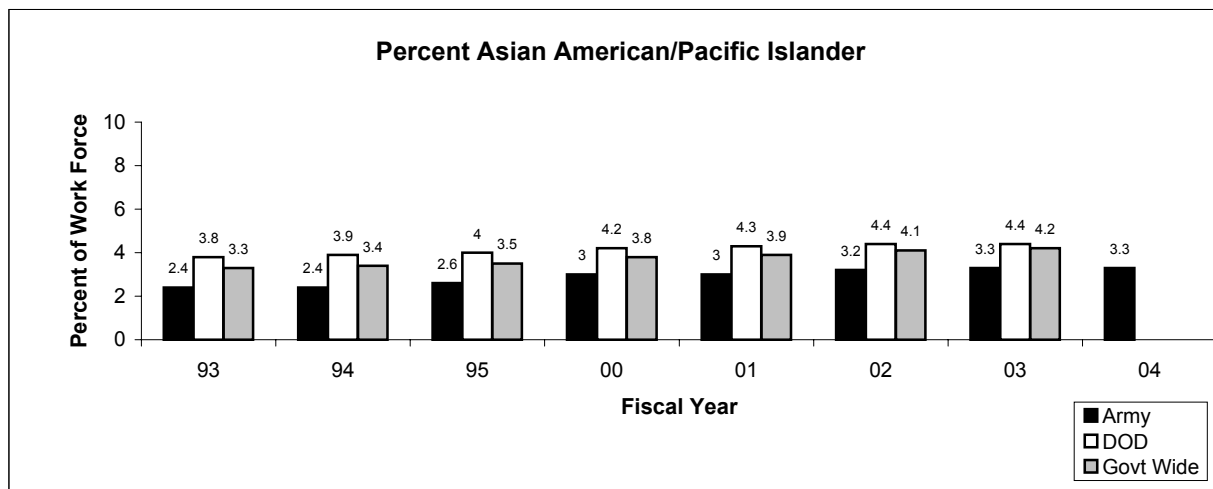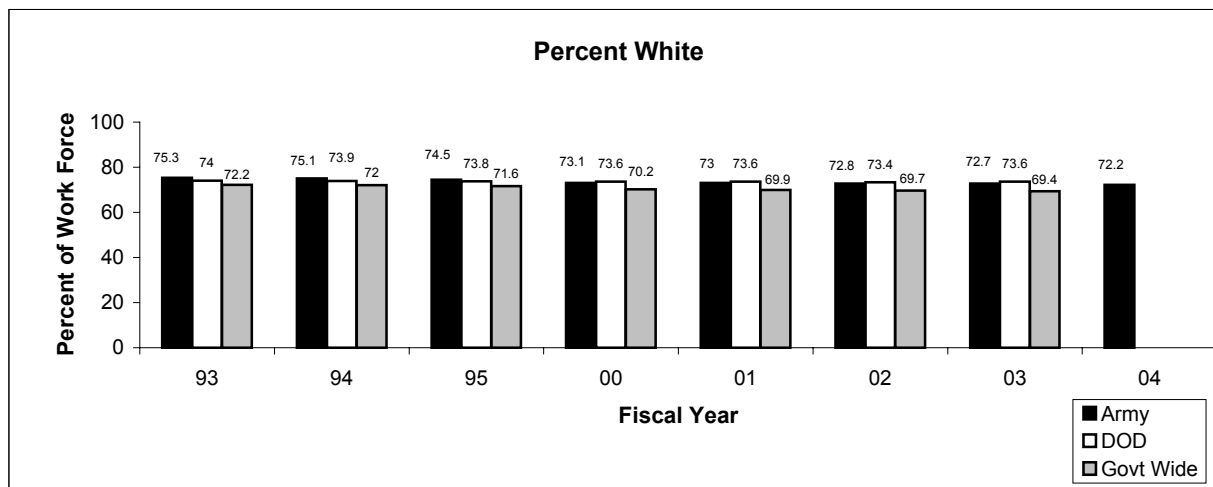
Analysis:

- Downsizing has not had an adverse effect on the percentage of minorities employed by Army.

- Army and DOD are slightly below the Federal Government in percentage of minorities employed. Army's percentage of minorities increased slightly since FY93.

- The percentages shown are based on employees in RNO codes A - E only.

- FY04 DOD and Government-wide data were not available in time for publication.

- See Appendix, p. A63, for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."

6-2. Representation of Women

Objective: None Established
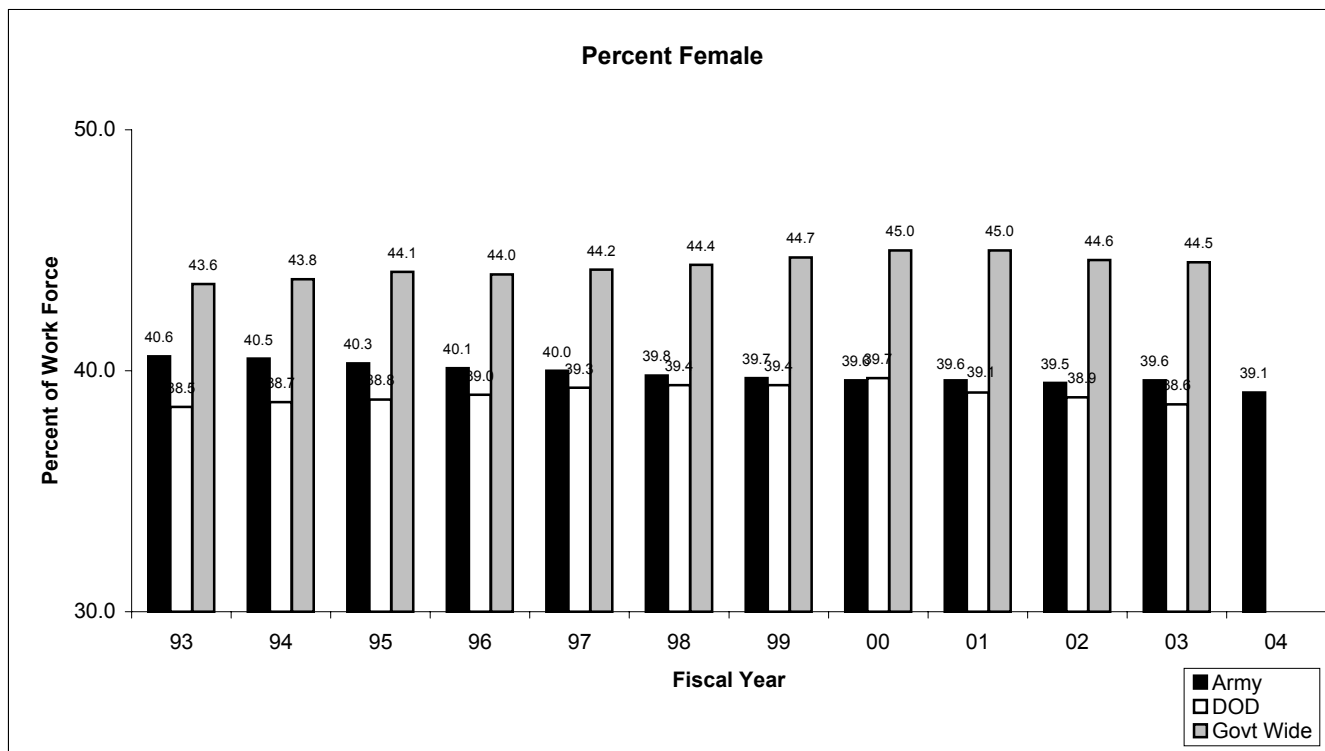
Percent Female

Chart showing Percent Female for Army, DOD, and Govt Wide by Fiscal Year (93-04). Y-axis: Percent of Work Force (30.0 to 50.0). X-axis: Fiscal Year.

Fiscal Year	Army	DOD	Govt Wide
93	40.6	38.5	43.6
94	40.5	38.7	43.8
95	40.3	38.8	44.1
96	40.1	39.0	44.0
97	40.0	39.3	44.2
98	39.8	39.4	44.4
99	39.7	39.4	44.7
00	39.6	39.7	45.0
01	39.6	39.1	45.0
02	39.5	38.9	44.6
03	39.6	38.6	44.5
04	39.1		

Source: OPM except for FY04 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

- Army's percentage of female employees in FY04 is 39.1% This is within 1.5% of where it was in FY93 (40.6%)

- Army's percentage of female employees is over 5% lower than the government.

- FY04 Government-wide data were not available at the time of publication.

- See Appendix, p. A64, for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."

6-3. Representation of Individuals with Disabilities

Objective: None Established
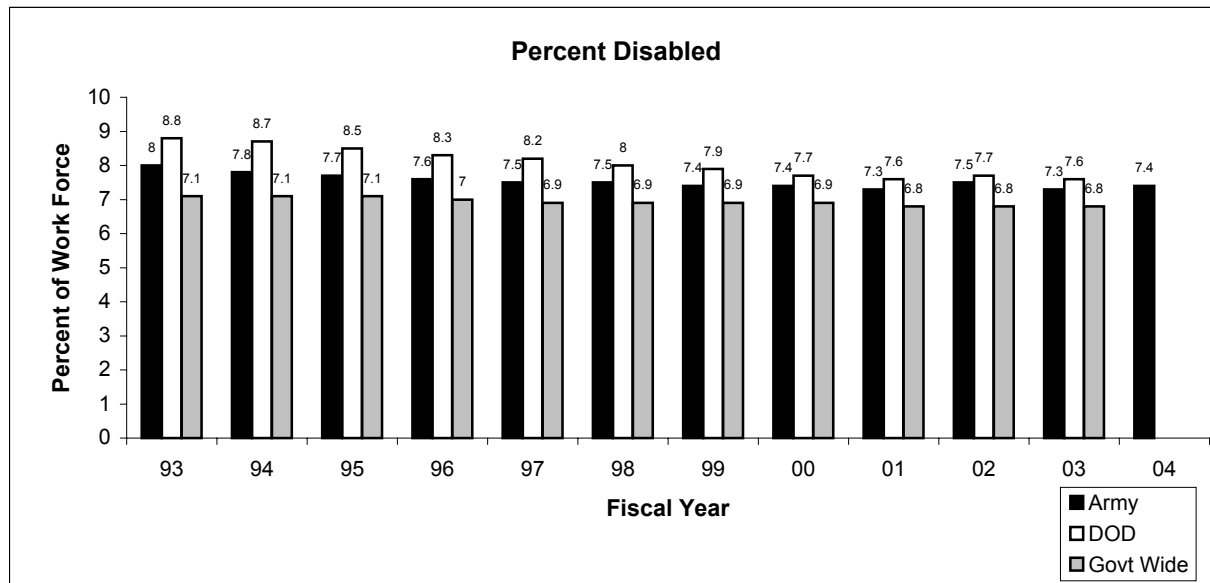
Percent Disabled

A bar chart titled "Percent Disabled" showing Percent of Work Force (y-axis, 0 to 10) by Fiscal Year (x-axis, 93 to 04) for Army, DOD, and Govt Wide.

Fiscal Year	Army	DOD	Govt Wide
93	8	8.8	7.1
94	7.8	8.7	7.1
95	7.7	8.5	7.1
96	7.6	8.3	7
97	7.5	8.2	6.9
98	7.5	8	6.9
99	7.4	7.9	6.9
00	7.4	7.7	6.9
01	7.3	7.6	6.8
02	7.5	7.7	6.8
03	7.3	7.6	6.8
04	7.4		

Source: OPM except for FY04 Army data which are from the HQDA Workforce Analysis Support System (WASS).
(Army's 234-EEO Report was not used for FY04 data because it excludes Reserve Technicians.)

Analysis:

- FY04 DOD and Government-wide data were not available at the time of publication.

- Army's FY04 percentage of disabled employees increased slightly from FY03. The FY04 percentage (7.4%) is within one percent of where it was in FY93 (8%).

- "Disabled" is defined as HQ ACPERS Handicap Codes 06 through 94.

- FY04 DOD and Government-wide data were not available at the time of publication.

- See Appendix, p. A65, for raw data and explanation of the terms "Army," "DOD," and "Gov't-wide."

6-4. Representation of Female DA Interns and Local Interns New Hires

Objective: None Established
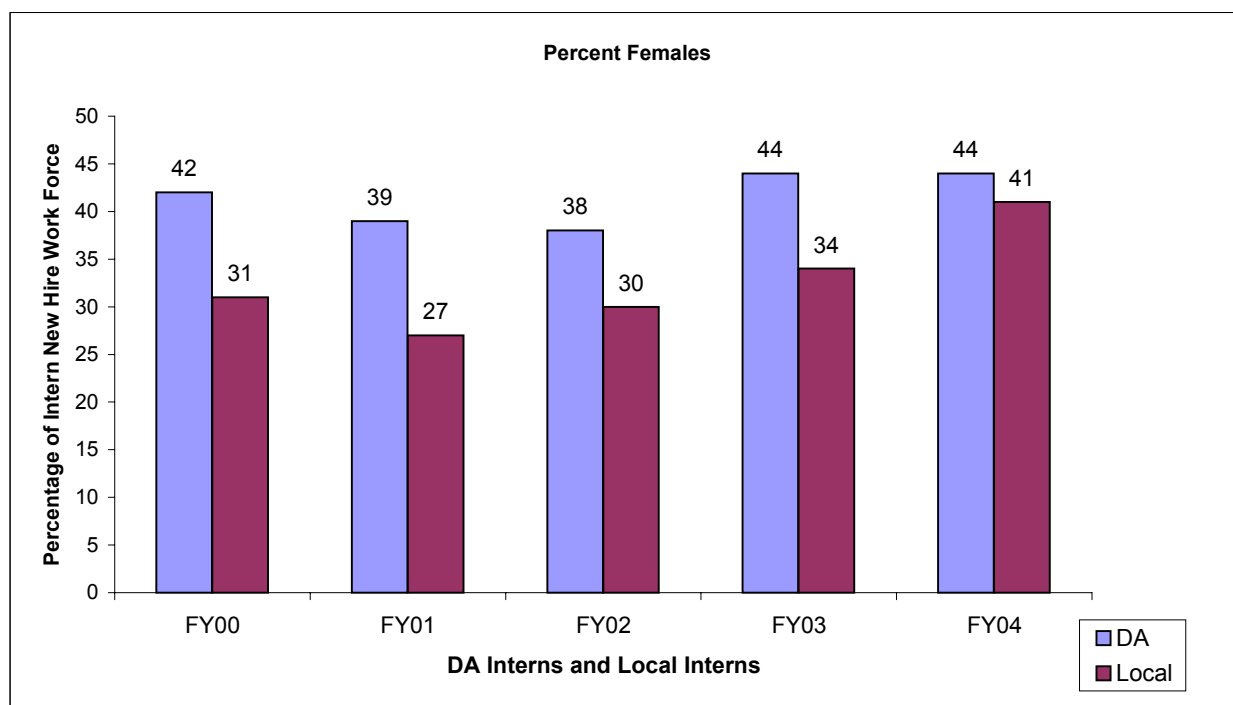
Percent Females

Source: Modern System

Number of Females

	FY00	FY01	FY02	FY03	FY04
DA Interns	99	293	60	410	247
Local Interns	32	28	105	122	219

Percentage of Females

	FY00	FY01	FY02	FY03	FY04
DA	42	39	38	44	44
Local	31	27	30	34	41

Analysis:

- Army's percentage of DA ACTEDS intern females in FY04 remained at 44%.
- Army's percentage of Local intern females increased in FY04 by 7% to 41%.

6-5. RNO Breakout of DA Interns and Local Interns New Hires

Objective: None Established
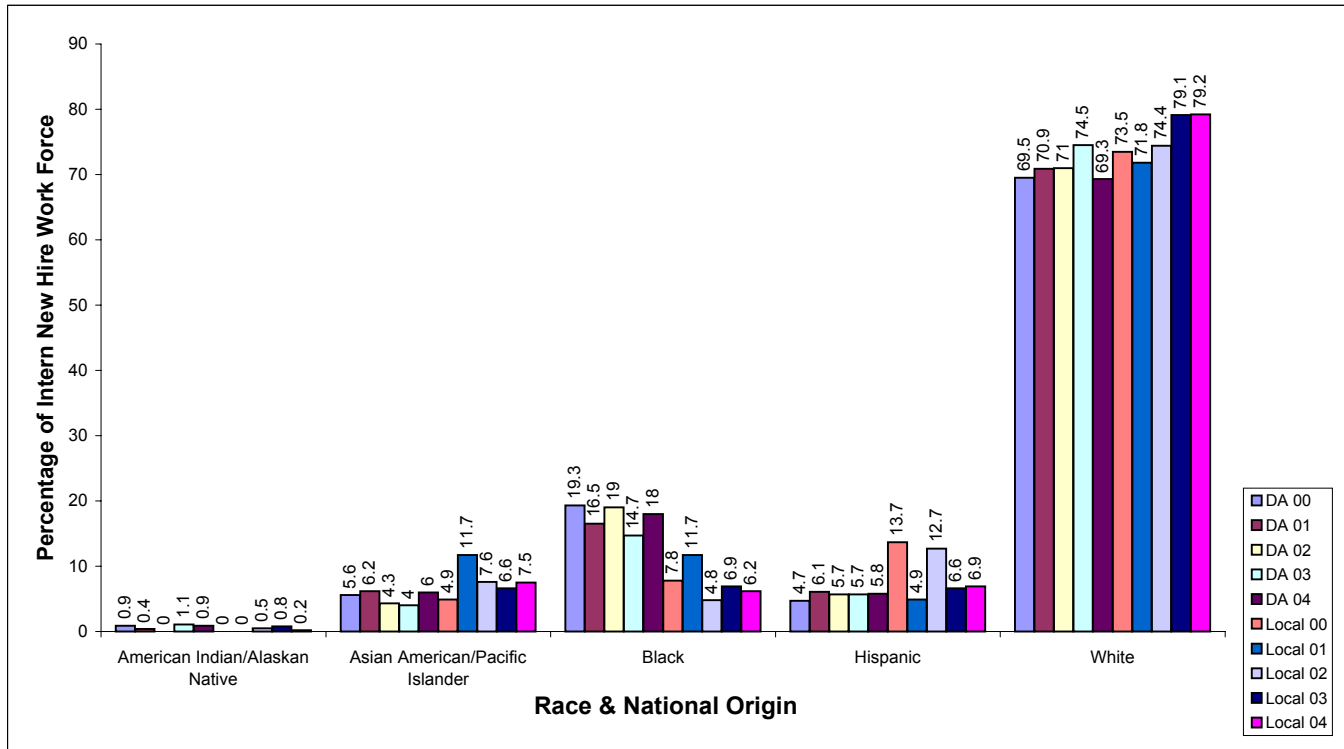
Source: Modern System

Race/National Origin	DA Interns 00	DA Interns 01	DA Interns 02	DA Interns 03	DA Interns 04		Local Interns 00	Local Interns 01	Local Interns 02	Local Interns 03	Local Interns 04
American Indian/Alaskan Native	3	3	0	12	5		0	0	2	3	1
Asian American/Pacific Islander	13	47	7	42	34		5	12	27	24	40
Black	45	125	29	152	102		8	12	17	25	33
Hispanic	11	46	9	59	33		14	5	45	24	37
White	162	537	111	768	392		75	74	263	285	423
Total	234	758	156	1033	566		102	103	354	361	534

Analysis:

- The percentage of Asian American/Pacific Islanders increased 2% for DA ACTEDS Interns and 1% for Local Interns.
- The percentage of Blacks increased 3.3% for DA ACTEDS Interns.
- The percentage of Hispanics increased slightly for DA ACTEDS and Local Interns.
- The percentage of Whites decreased by 5.2% for DA ACTEDS Interns.

6-6. Representation of New Hire Females

Objective: None Established
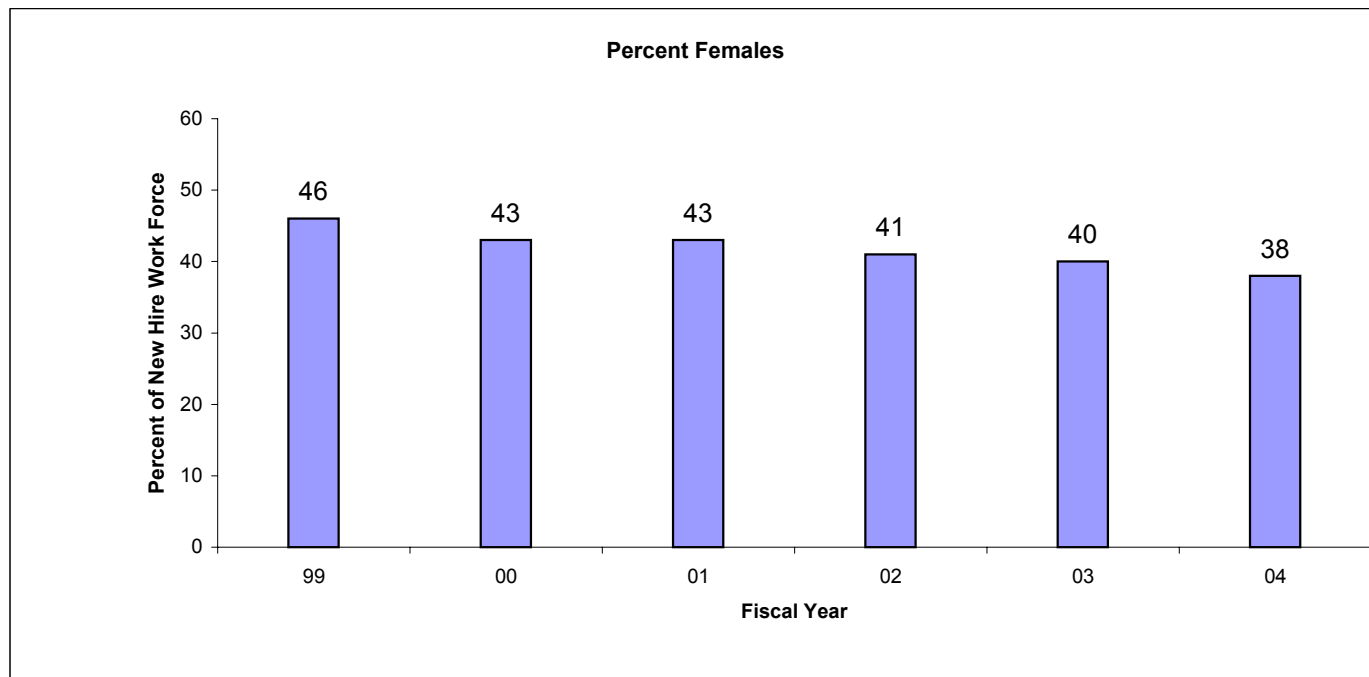
Percent Females

Source: OPM except for FY04 data which are from the HQDA Workforce Analysis Support System (WASS).

Number of New Hires

Fiscal Year	99	00	01	02	03	04
Female	9,104	9,219	9,782	10,165	10,139	11,653
Male	10,696	12,163	12,945	14,933	15,305	18,716
Total	19,800	21,382	22,727	25,098	25,444	30,369

Analysis:

- Army's percentage of FY04 female hires (38%) was lower than FY03, and continues the lower trend from previous years.

6-7. RNO Breakout of New Hires

Objective: None Established
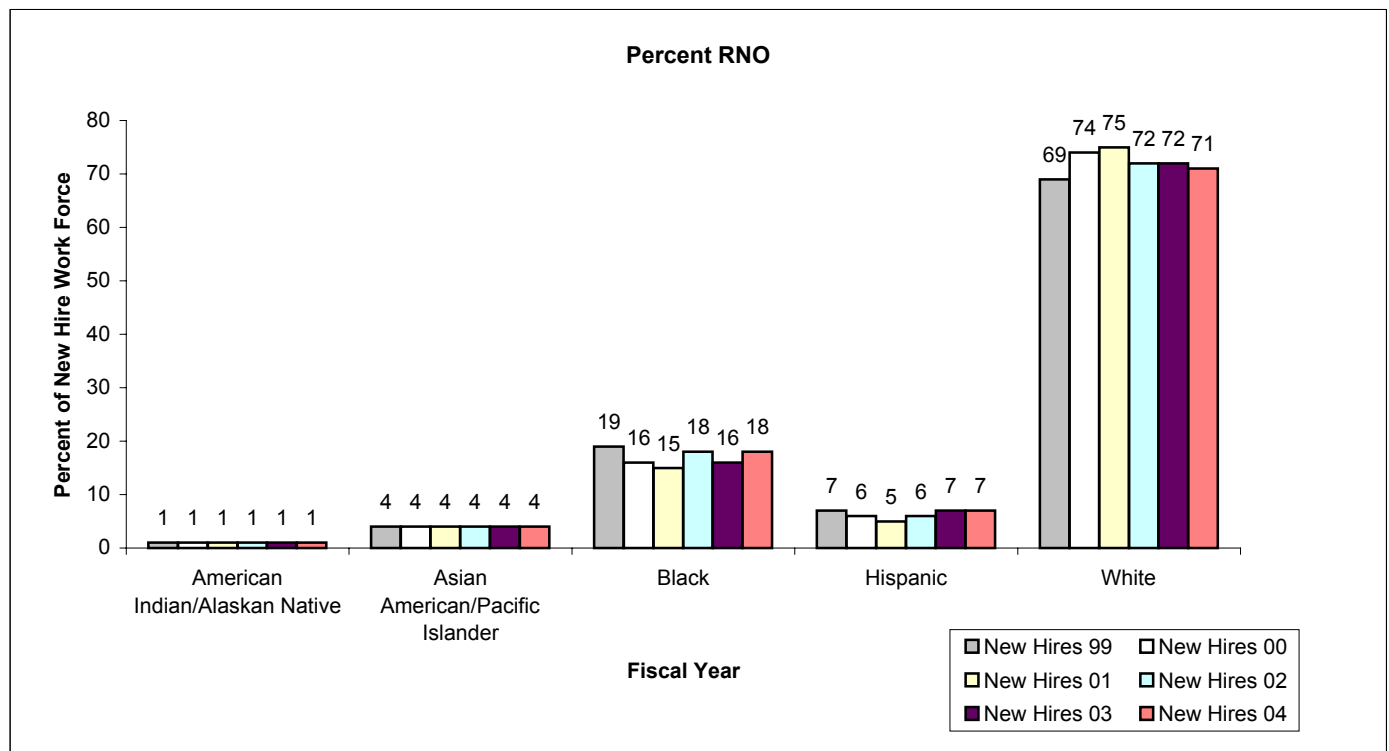
Percent RNO

Source: OPM except for FY04 data which are from the HQDA Workforce Analysis Support System (WASS).

Number of New Hires

Fiscal Year	99	00	01	02	03	04
American Indian/Alaskan Native	173	183	181	236	334	264
Asian American/Pacific Islander	662	725	815	905	906	1,026
Black	3,227	3,259	3,401	4,405	3,853	4,967
Hispanic	1,163	1,153	1,113	1,554	1,561	2,027
White	11,731	15,063	16,587	17,938	18,444	19,960
Total	16,956	20,383	22,097	25,038	25,098	28,244

Analysis:

● Army's overall percentage of minority hiring in FY04 increased.

● Within minority groups, black new hires increased by two percent, while all other minority groups remained constant.

Appendix

1-3
Servicing Ratio: Operating and Staff-Level Personnelists to Work Force

Army, DOD and Government-Wide Breakouts by Fiscal Year

Category	95	96	97	98	99	00	01	02	03	04
Army										
Personnelists	4,239	3,768	3,498	3,414	3,219	3,035	3,010	2,972	3,009	2,975
Other	235,502	224,688	213,765	204,237	197,616	195,299	193,527	196,917	195,532	199,387
Total Work Force	239,741	228,456	217,263	207,651	200,835	198,334	196,537	199,889	198,541	202,362
Servicing Ratio	1:57	1:61	1:62	1:61	1:62	1:65	1:65	1:67	1:66	1:68
DOD										
Personnelists	12,998	11,806	10,781	10,349	10,101	9,781	9,914	NA	NA	NA
Other	754,329	720,881	680,420	653,038	627,873	614,976	603,009	NA	NA	NA
Total Work Force	767,327	732,687	691,201	663,387	637,974	624,757	612,923	613,520	601,073	NA
Servicing Ratio	1:59	1:62	1:64	1:64	1:63	1:64	1:62	NA	NA	NA
Federal Gov't										
Personnelists	31,666	29,592	27,931	27,159	27,093	26,941	27,479	NA	NA	NA
Other	1,936,085	1,867,475	1,808,121	1,783,182	1,745,240	1,735,618	1,745,054	NA	NA	NA
Total Work Force	1,967,751	1,897,067	1,836,052	1,810,341	1,772,333	1,762,559	1,772,533	1,819,107	1,839,600	NA
Servicing Ratio	1:62	1:64	1:66	1:67	1:65	1:65	1:65	NA	NA	NA

Army data include all US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) are excluded.

DOD & Government-wide counts of personnelists include military personnelists from FY02 on in the 201 series. Therefore, civilian personnel counts and ratios are not available.

DOD data include Army, Navy, Air Force and Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-wide data will be heavily influenced by the inclusion of DOD data. DOD data will be influenced by inclusion of Army data.

1-5
Civilian Strength

MACOM Data for FY04

Cmd Code	Command *	Military Function				Civil/Cem Function	AF Total	NAF	Grand Total
		Direct Hire	Foreign Nationals	Indirect Hire	Total				
AE	ACQ EXEC SPT AGCY	3,424	2	1	3,427		3,427		3,427
AC	CONTRACTING AGCY	1,596	78	153	1,827		1,827		1,827
AS	INSCOM	2,282	94	106	2,482		2,482		2,482
AT	OPER TEST & EVAL	4,065	0	0	4,065		4,065	7	4,072
BA	IMA	35,095	4,061	5,817	44,973		44,973	20,938	65,911
CB	CIDC	469	26	29	524		524		524
CE	USACE	9,181	267	256	9,704	23,939	33,643		33,643
E1	USAREUR	2,693	85	4,734	7,512		7,512	249	7,761
FC	FORSCOM	2,221	67	0	2,288		2,288	874	3,162
GB	NGB (Title 5 & 32)	22,785	0	0	22,785		22,785		22,785
G6	SIGNAL CMD *	2,356	493	809	3,658		3,658		3,658
HR	RESERVE CMD	7,387	0	0	7,387		7,387		7,387
JA	JOINT **	1,275	21	65	1,361		1,361	13	1,374
MA	MIL ACADEMY	684	0	0	684		684	698	1,382
MC	MEDCOM ***	26,427	174	1,102	27,703		27,703	135	27,838
MT	SDDC	1,377	59	230	1,666		1,666		1,666
MW	MDW	403	0	0	403	15	418	96	514
P1	USARPAC	1,144	0	2,705	3,849		3,849	50	3,899
P8	8TH US ARMY	620	2,054	2,186	4,860		4,860	224	5,084
SC	SPACE & STRAT DEF	1,095	0	0	1,095		1,095	10	1,105
SP	USASOC	1,312	0	5	1,317		1,317		1,317
SU	SOUTHCOM	0	0	0	0		0		0
TC	TRADOC ****	12,582	0	2	12,584		12,584	282	12,866
X1	AMC	48,167	540	73	48,780		48,780	700	49,480
	HQDA*****	11,883	111	233	12,227		12,227	2,143	14,370
	ARMY WIDE	200,523	8,132	18,505	227,160	23,954	251,114	26,419	277,533

* Includes command code CZ (Informations Systems Command) and FS (US Army Signal Command).

** Commands with Joint resource allocations include part of codes J1 (NATO/SHAPE) and JA (Joint Activities).

*** Includes command codes HS (Health Services Command) MC (Medical Cmd), MD (Surgeon General).

**** Includes RC (Recruiting Cmd) and PC (MEPCOM)

***** Includes command codes CS (Office, Chief of Staff, Army), MP (HRC),

SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff),

SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA), AU (Auditing Agency).

Customer Satisfaction

Question	Employee Results		Supervisor Results	
	Count	**Percent**	**Count**	**Percent**
The personnel office keeps me informed about the status of personnel actions *				
strongly agree	NA	NA	895	12%
agree	NA	NA	2952	41%
neither agree nor disagree	NA	NA	1115	15%
disagree	NA	NA	1440	20%
strongly disagree	NA	NA	800	11%
totals	NA	NA	7202	100%
The staff who provide personnel services have a good understanding of my work unit's operation and mission *				
strongly agree	NA	NA	887	12%
agree	NA	NA	2626	36%
neither agree nor disagree	NA	NA	1420	20%
disagree	NA	NA	1522	21%
strongly disagree	NA	NA	743	10%
totals	NA	NA	7198	100%
The personnel office refers a reasonable number of candidates for vacancies*				
strongly agree	NA	NA	832	12%
agree	NA	NA	3392	50%
neither agree nor disagree	NA	NA	1390	20%
disagree	NA	NA	799	12%
strongly disagree	NA	NA	375	6%
totals	NA	NA	6788	100%
The personnel office refers candidates for vacancies in a reasonable amount of time *				
strongly agree	NA	NA	614	9%
agree	NA	NA	2528	37%
neither agree nor disagree	NA	NA	1265	19%
disagree	NA	NA	1536	23%
strongly disagree	NA	NA	875	13%
totals	NA	NA	6818	100%

2-1 (Cont.)
Customer Satisfaction

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
The personnel office refers high quality candidates for vacancies *				
strongly agree	NA	NA	452	7%
agree	NA	NA	2357	34%
neither agree nor disagree	NA	NA	2142	31%
disagree	NA	NA	1275	19%
strongly disagree	NA	NA	612	9%
totals	NA	NA	6838	100%
The personnel office treats people courteously				
strongly agree	5924	18%	1823	25%
agree	16999	53%	3737	52%
neither agree nor disagree	6048	19%	1011	14%
disagree	2191	7%	382	5%
strongly disagree	934	3%	223	3%
totals	32096	100%	7176	100%
The personnel office keeps people informed about important changes in personnel rules and benefits				
strongly agree	4756	14%	1276	18%
agree	16105	49%	3388	47%
neither agree nor disagree	5933	18%	1223	17%
disagree	4537	14%	910	13%
strongly disagree	1874	6%	448	6%
totals	33205	100%	7245	100%
I have no problems finding or getting access to the appropriate personnel office staff member to get the information or service I need				
strongly agree	4111	13%	1208	17%
agree	12291	38%	2768	38%
neither agree nor disagree	6883	21%	1211	17%
disagree	6365	20%	1323	18%
strongly disagree	2725	8%	713	10%
totals	32375	100%	7223	100%

Question	Employee Results		Supervisor Results	
	Count	**Percent**	**Count**	**Percent**
The staff of the personnel office acts with integrity				
strongly agree	5091	16%	1692	24%
agree	14092	45%	3329	47%
neither agree nor disagree	8483	27%	1484	21%
disagree	2055	7%	318	5%
strongly disagree	1286	4%	243	3%
totals	31007	100%	7066	100%
If my supervisor can't help me with an employment matter, I can get information or help from the personnel office *				
strongly agree	4511	14%	NA	NA
agree	15043	47%	NA	NA
neither agree nor disagree	6628	21%	NA	NA
disagree	4044	13%	NA	NA
strongly disagree	1873	6%	NA	NA
totals	32099	100%	NA	NA
Rate the overall quality and timeliness of service on:				
.. processing personnel and pay actions (e.g., promotions, within-grade increases, tax withholding, benefits)				
very good	5922	19%	1402	20%
good	14359	46%	3138	44%
fair	5903	19%	1240	17%
poor	3292	11%	859	12%
very poor	1817	6%	462	7%
totals	31293	100%	7101	100%
.. recruitment *				
very good	NA	NA	711	11%
good	NA	NA	2397	35%
fair	NA	NA	1679	25%
poor	NA	NA	1375	20%
very poor	NA	NA	595	9%
totals	NA	NA	6757	100%

2-1 (Cont.)
Customer Satisfaction

Question	Employee Results		Supervisor Results	
	Count	**Percent**	**Count**	**Percent**
.. job and promotion information *				
very good	3400	11%	NA	NA
good	11068	36%	NA	NA
fair	8114	27%	NA	NA
poor	5039	17%	NA	NA
very poor	2889	9%	NA	NA
totals	30510	100%	NA	NA
.. job classification *				
very good	NA	NA	642	10%
good	NA	NA	2210	34%
fair	NA	NA	1768	27%
poor	NA	NA	1187	18%
very poor	NA	NA	630	10%
totals	NA	NA	6437	100%
.. advising on reorganizations *				
very good	NA	NA	573	10%
good	NA	NA	1641	30%
fair	NA	NA	1890	34%
poor	NA	NA	908	16%
very poor	NA	NA	501	9%
totals	NA	NA	5513	100%
.. handling reduction-in-force *				
very good	NA	NA	508	12%
good	NA	NA	1154	28%
fair	NA	NA	1825	44%
poor	NA	NA	395	10%
very poor	NA	NA	234	6%
totals	NA	NA	4116	100%

Question	Employee Results		Supervisor Results	
	Count	**Percent**	**Count**	**Percent**
.. planning and projecting human resource needs *				
very good	NA	NA	455	8%
good	NA	NA	1382	26%
fair	NA	NA	2058	38%
poor	NA	NA	957	18%
very poor	NA	NA	525	10%
totals	NA	NA	5377	100%
.. counseling employees on issues such as benefits (e.g., health, retirement), leave, hours of work, and worker's compensation				
very good	3494	12%	893	13%
good	10445	36%	2600	38%
fair	8033	28%	1518	22%
poor	4494	16%	1137	17%
very poor	2306	8%	667	10%
totals	28772	100%	6815	100%
.. discipline, complaints, and performance management *				
very good	NA	NA	859	13%
good	NA	NA	2497	39%
fair	NA	NA	1826	29%
poor	NA	NA	778	12%
very poor	NA	NA	419	7%
totals	NA	NA	6379	100%
.. discipline, complaints, and performance appraisal *				
very good	3373	13%	NA	NA
good	11092	42%	NA	NA
fair	8118	31%	NA	NA
poor	2462	9%	NA	NA
very poor	1317	5%	NA	NA
totals	26362	100%	NA	NA

Question	Employee Results		Supervisor Results	
	Count	**Percent**	**Count**	**Percent**
.. training				
very good	3273	11%	714	11%
good	10684	37%	2779	41%
fair	8588	30%	1857	28%
poor	4233	15%	927	14%
very poor	2274	8%	437	7%
totals	29052	100%	6714	100%
.. awards *				
very good	NA	NA	746	11%
good	NA	NA	2992	44%
fair	NA	NA	1866	28%
poor	NA	NA	764	11%
very poor	NA	NA	402	6%
totals	NA	NA	6770	100%
.. labor relations *				
very good	NA	NA	824	14%
good	NA	NA	2405	40%
fair	NA	NA	1877	31%
poor	NA	NA	552	9%
very poor	NA	NA	333	6%
totals	NA	NA	5991	100%
Overall, the quality of service given by the personnel office is:				
very good	4100	13%	876	12%
good	14326	45%	3055	43%
fair	8016	25%	1726	24%
poor	3808	12%	1034	15%
very poor	1723	5%	404	6%
totals	31973	100%	7095	100%
Overall, the timeliness of service given by the personnel office is:				
very good	3783	12%	768	11%
good	13187	41%	2741	39%
fair	8337	26%	1618	23%
poor	4191	13%	1340	19%
very poor	2146	7%	637	9%
totals	31644	99%	7104	100%

2-1 (Cont.)
Customer Satisfaction

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
Composite - Customer Satisfaction				
strongly agree/very good	51738	14%	19650	13%
agree/good	159691	43%	58068	40%
neither agree nor disagree/fair	89084	24%	35009	24%
disagree/poor	46711	13%	21718	15%
strongly disagree/very poor	23164	6%	11278	8%
totals	370388	100%	145723	100%

* Item not included in both supervisor or employee survey.

2-1 (Cont.)
Customer Satisfaction

MACOM Breakout

MACOM	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
AMC		55%		55%
FORSCOM		57%		55%
MEDCOM		55%		49%
TRADOC		61%		56%
USACE		59%		56%
USAREUR		51%		46%
OTHER		57%		53%
TOTAL ARMY		57%		53%

Region Breakout

REGION	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
Europe		50%		47%
Korea		47%		42%
NC		57%		52%
NE		57%		55%
Pacific		47%		43%
SC		58%		56%
SW		60%		57%
West		56%		53%
TOTAL ARMY		57%		53%

Average Number of Calendar Days to Fill Positions
(From Receipt in Personnel to Date Offer Accepted)
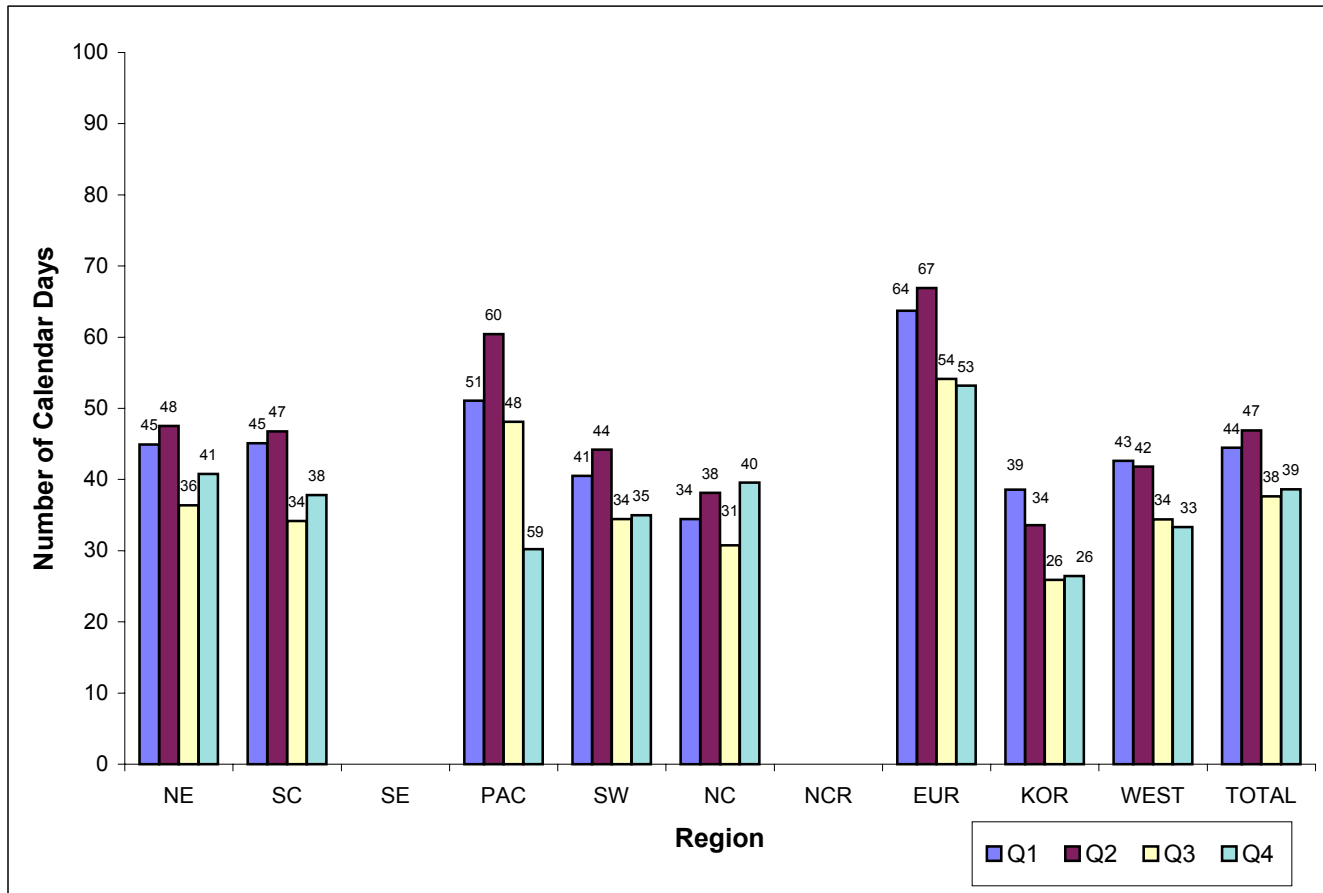
2-4
FY04 Staffing - Regulatory and Procedural Compliance Rate

Review Site	# Actions Reviewed	# Actions Accurate	% Accuracy
Northeast CPOC, APG, Maryland	110	96	87%
North Central CPOC, RIA, Illinois	100	92	92%

2-5
FY04 Management and Employee Relations
Regulatory and Procedural Compliance Rate

Disciplinary/Adverse Actions

Review Site	# Actions Reviewed	# Actions Accurate	% Accuracy
USACE, NAD, Baltimore District, Baltimore, MD	10	6	60%
Carlisle Barracks, Carlisle, PA	9	5	56%
Fort Monmouth, Fort Monmouth, NJ	40	39	98%
Letterkenny Army Depot, Chambersburg, PA	12	11	92%
Fort Detrick, Frederick, MD	10	10	100%
Fort Sam Houston, San Antonio, TX	80	73	91%
Fort Myer, Arlington, VA	21	20	95%
Fort Meade, Columbia, MD	41	37	90%
Rock Island Arsenal, Rock Island, IL	78	60	77%
TOTAL	301	261	87%

Incentive Awards

Review Site	# Actions Reviewed	# Actions Accurate	% Accuracy
USACE, NAD, Baltimore District, Baltimore, MD	25	13	52%
Carlisle Barracks, Carlisle, PA	30	14	47%
Fort Monmouth, Fort Monmouth, NJ	40	38	95%
Letterkenny Army Depot, Chambersburg, PA	35	9	26%
Fort Detrick, Frederick, MD	35	32	91%
Fort Sam Houston, San Antonio, TX	40	*	*
Fort Myer, Arlington, VA	25	14	56%
Fort Meade, Columbia, MD	25	24	96%
Rock Island Arsenal, Rock Island, IL	50	28	56%
TOTAL	305	172	56%

*Awards not documented on DA Forms 1256, 7222, or 7223. RPA used to document award.

2-6
HQ ACPERS Data Quality - OPM's CPDF Data Quality Composite

Army Score on Individual Items - by Fiscal Year

	OPM Standard	90	91	92	93	94	95	96	97	98	99	00	01	02	03
Status File															
1. Days to Submit	30	18	35	35	22	25	32	16	21	36	50	26	31	26	23
2. Percent of records with valid data in critical fields	97	99	97	98	98	97	98	98	98	98	98	98	98	99	99
3. Number of data elements valid on 99% of status records	43,48,49, 50,51*	41	41	45	48	47	48	48	50	50	50	50	48	49	49
4. Percent of status records without errors	95	90	76	88	94	95	95	97	97	98	74	98	97	98	98
5. Percent status records compared to records reported on SF113A	96	99	99	100	100	100	100	100	100	100	100	100	100	100	100
Dynamics File															
1. Percent of records timely	90	50	52	80	90	58	53	55	79	81	81	88	85	86	92
2. Percent of records without errors	95	90	79	83	91	83	90	93	92	89	88	89	80	86	82

* Increased from 43 to 48 data elements in September 1991; to 49 in September 1993; to 50 in December 1996; 51 in June 1997; 50 in December 2000.
** Standard changed to 50 in December 2000 when one data element, staffing differential, was dropped.

Analysis:
Army's FY03 performance against the seven individual items making up the composite:
Status File (snapshot record of each employee on a specific date)
1. Days to Submit: Army met the standard.
2. Percent of Records with Valid Data in the Most Used Fields: Army met the standard.
3. Number of Data Elements Valid on 99% of Records: Army did not meet the standard. Currently, there are 50 data elements where OPM wants accuracy of at least 99%. Army met the standard on 49 of the 50 data elements.
4. Percent of Records Without Errors: Army met the standard.
5. Percent CPDF Record Count Compared to SF-113A Count: Army met the standard.
Dynamics File (copies of each personnel action taken (e.g., hires, promotions, separations) during a three month period)
1. Percent of Records Timely: Army met the standard.
2. Percent of Records Without Errors: Army did not meet the standard.

3-1
FY04 Grade Accuracy

Review Site	# Actions Reviewed	# Actions Accurate	% Accuracy
USACE, NAD, Baltimore District, Baltimore, MD	25	25	**100%**
Carlisle Barracks, Carlisle, PA	30	30	**100%**
Fort Monmouth, Fort Monmouth, NJ	25	24	**96%**
Letterkenny Army Depot, Chambersburg, PA	25	21	**84%**
Fort Detrick, Frederick, MD	25	22	**88%**
Fort Sam Houston, San Antonio, TX	30	27	**90%**
Fort Myer, Arlington, BA	20	17	**85%**
Fort Meade, Columbia, MD	20	18	**90%**
Rock Island Arsenal, Rock Island, IL	25	23	**92%**
TOTAL	**225**	**207**	**92%**

3-2
FY04 Assignment Accuracy

Review Site	# Actions Reviewed	# Actions Accurate	% Accuracy
USACE, NAD, Baltimore District, Baltimore, MD	25	22	**88%**
Carlisle Barracks, Carlisle, PA	30	29	**97%**
Fort Monmouth, Fort Monmouth, NJ	25	23	**92%**
Letterkenny Army Depot, Chambersburg, PA	25	21	**84%**
Fort Detrick, Frederick, MD	25	20	**80%**
Fort Sam Houston, San Antonio, TX	30	24	**80%**
Fort Myer, Arlington, BA	20	15	**75%**
Fort Meade, Columbia, MD	20	16	**80%**
Rock Island Arsenal, Rock Island, IL	25	18	**72%**
TOTAL	**225**	**188**	**84%**

3-3
FY04 Performance Appraisals
Regulatory and Procedural Compliance Rate

Review Site	# Actions Reviewed	# Actions Accurate	% Accuracy
USACE, NAD, Baltimore District, Baltimore, MD	25	19	**76%**
Carlisle Barracks, Carlisle, PA	25	19	**76%**
Fort Monmouth, Fort Monmouth, NJ	40	38	**95%**
Letterkenny Army Depot, Chambersburg, PA	25	23	**92%**
Fort Detrick, Frederick, MD	32	32	**100%**
Fort Sam Houston, San Antonio, TX	40	36	**90%**
Fort Myer, Arlington, BA	23	21	**91%**
Fort Meade, Columbia, MD	25	24	**96%**
Rock Island Arsenal, Rock Island, IL	50	32	**64%**
TOTAL	**285**	**244**	**86%**

3-4
Arbitration Decisions

MACOM Breakout - FY04

Cmd Code	MACOM	Grievances to Arbitration	Union Prevailed	Management Prevailed	Split or Mitigated
AC	CONTRACTING AGCY	0	0	0	0
AE	ACQ EXEC SPT AGCY	0	0	0	0
AS	INSCOM	0	0	0	0
AT	ATEC	1	1	0	0
BA	IMA	5	1	10	1
CB	CIDC	0	0	0	0
CE	USACE	16	0	3	7
E1	USAREUR	0	0	0	0
FC	FORSCOM	0	1	0	0
G6	SIGNAL CMD *	1	1	0	0
GB	NGB (Title 5 & 32)	0	0	0	0
HR	RESERVE CMD	4	0	1	3
JA	JOINT **	0	0	0	0
MA	MIL ACADEMY	0	0	0	0
MC	MEDCOM ***	10	1	8	1
MT	SDDC	0	0	1	0
MW	MDW	0	0	0	0
P1	USARPAC	0	0	0	0
P8	8TH US ARMY	0	0	0	1
SB	HQDA *****	0	0	0	0
SC	SPACE & STRAT DEF CMD	0	0	0	0
SP	USASOC	0	0	0	0
SU	SOUTHCOM	0	0	0	0
TC	TRADOC ****	1	1	0	0
X1	AMC	29	3	6	2
ARMY WIDE		**67**	**9**	**29**	**15**

* Includes command code CZ (Information Systems Command) and FS (Signal Command).

** Commands with Joint resource allocations include part of code J1 (NATO/SHAPE) and JA (Joint Activities).

*** Includes command codes HS (Health Services Command), MC (Medical Command),
   and MD (Surgeon General).

**** Includes RC (Recruiting Cmd) and PC (MEPCOM).

***** Includes command codes CS (Office, Chief of Staff, Army), MP (HRC), SA (Office, Sec Army),
   SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff),
   SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA), AU (Auditing Agency).

3-5
Unfair Labor Practice Complaints

MACOM Breakout - FY04

Cmd Code	MACOM	ULP Charges Filed by Union	ULP Complaints Issued by FLRA
AC	CONTRACTING AGENCY	3	0
AE	ACQ EXEC SPT AGCY	0	0
AS	INSCOM	0	0
AT	ATEC	3	6
BA	IMA	22	6
CB	CIDC	0	0
CE	USACE	67	2
E1	USAREUR	0	0
FC	FORSCOM	1	2
G6	SIGNAL CMD *	2	0
GB	NGB (Title 5 & 32)	0	0
HR	RESERVE CMD	58	1
JA	JOINT **	0	0
MA	MIL ACADEMY	0	0
MC	MEDCOM***	21	1
MT	SDDC	3	0
MW	MDW	0	1
P1	USARPAC	0	0
P8	8TH US ARMY	1	1
SB	HQDA *****	0	0
SC	SPACE & STRAT DEF	0	0
SP	USASOC	0	0
SU	SOUTHCOM	0	0
TC	TRADOC ****	9	0
X1	AMC	49	2
	ARMY WIDE	**239**	**22**

* Includes command code CZ (Information Systems Command) and FS (Signal Command).

** Commands with Joint resource allocations include part of code J1 (NATO/SHAPE) and
   JA (Joint Activities).

*** Includes command codes HS (Health Services Command), MC (Medical Command),
   and MD (Surgeon General).

**** Includes RC (Recruiting Cmd) and PC (MEPCOM).

***** Includes command codes CS (Office, Chief of Staff, Army), MP (HRC),
   SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22),
   SF (FOA of Army Staff),   SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA),
   AU (Auditing Agency).

3-7
Federal Employees Compensation Act (FECA) Benefits

FY 04 Data by MACOM

DOL Chargeback Costs ($ Millions)												
Command	Fiscal Year											
	93	94	95	96	97	98	99	00	01	02	03	04
AMC	57.7	58.9	58.9	56.8	54.3	54.4	54.3	51.5	56	53.9	58.4	51.9
FORSCOM	24.0	23.4	22.2	22.6	21.9	20.7	20.2	21.0	23.5	21.6	24.4	18.0
TRADOC	18.6	19.2	18.4	18.3	17.3	17.0	17.1	17.6	17	17.1	17.4	13.6
USACE	18.1	18.9	18.9	18.0	18.3	19.6	19.2	19.2	18	19.1	20.4	20.2
NGB	14.8	15.9	15.4	15.8	15.6	16.2	17.2	17.6	18.5	18.9	20.9	20.1
OTHER	31.0	32.1	31.7	32.5	32.4	34.2	35.2	40.1	36	44.3	39.5	53.5
Total	164.2	168.4	165.5	164.0	159.8	162.1	163.2	167.0	169.0	174.9	181.0	177.3

Long Term Injury Claims												
Command	Fiscal Year											
	93	94	95	96	97	98	99	00	01	02	03	04
AMC	1223	1241	1210	1134	1071	993	966	936	937	944	955	1,260
FORSCOM	605	577	643	538	493	470	452	430	477	477	466	447
TRADOC	349	349	388	317	294	287	287	265	293	292	300	363
USACE	363	336	348	327	329	334	327	314	304	313	338	476
NGB	326	336	333	357	359	359	356	366	358	379	678	484
MEDCOM												416
IMA												383
OTHER	625	692	526	698	716	704	707	714	709	728	485	487
Total	3491	3531	3448	3371	3262	3147	3095	3025	3078	3133	3,222	4,316

Accuracy of MACOM and Career Program Budget Estimates
For ACTEDS Intern Funds

Obligation and Execution Figures - FY04

CMD CODE	MACOM	Dollars (In Thousands)		Workyears	
		Estimate	Execution	Estimate	Execution
AC	ACA	N/A	N/A	N/A	N/A
AS	INSCOM	N/A	N/A	N/A	N/A
AT	ATEC	N/A	N/A	N/A	N/A
CB	CIDC	N/A	N/A	N/A	N/A
CE	USACE	N/A	N/A	N/A	N/A
E1	USAREUR	N/A	N/A	N/A	N/A
FC	FORSCOM	N/A	N/A	N/A	N/A
G6	NETCOM	N/A	N/A	N/A	N/A
MA	MILITARY ACADEMY	N/A	N/A	N/A	N/A
MC	MEDCOM	N/A	N/A	N/A	N/A
MT	MTMC	N/A	N/A	N/A	N/A
MW	MDW	N/A	N/A	N/A	N/A
P1	USARPAC	N/A	N/A	N/A	N/A
P8	EUSA	N/A	N/A	N/A	N/A
SC	SMDC	N/A	N/A	N/A	N/A
SP	USASOC	N/A	N/A	N/A	N/A
TC	TRADOC	N/A	N/A	N/A	N/A
X1	AMC	N/A	N/A	N/A	N/A
SU	USARSO	N/A	N/A	N/A	N/A
SE	USAFMSA	N/A	N/A	N/A	N/A
SA	HQDA	N/A	N/A	N/A	N/A
CS	SAFETY CENTER	N/A	N/A	N/A	N/A
SB	FCR TRANSPORTATION	N/A	N/A	N/A	N/A
SB	FCR CIVILIAN PERSONNEL	N/A	N/A	N/A	N/A
SB	FCR LOGISTICS	N/A	N/A	N/A	N/A
	ARMY WIDE	N/A	$ 94,721,155	N/A	1500

Accuracy of MACOM and Career Program Budget Estimates
For ACTEDS Intern Funds (Cont.)

Historical Execution Percentages

CMD CODE	MACOM	EXECUTION																	
		Dollars									Workyears								
		FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04
AC	ACA	NA	NA	NA	NA	NA	NA	NA	100%	N/A	NA	NA	NA	NA	NA	NA	NA	14%	N/A
AS	INSCOM	78%	63%	93%	105%	99%	44%	121%	95%	N/A	74%	73%	91%	94%	103%	33%	87%	77%	N/A
AT	ATEC	NA	NA	NA	NA	98%	49%	87%	100%	N/A	NA	NA	NA	NA	103%	45%	97%	79%	N/A
CB	CIDC	72%	177%	51%	87%	95%	98%	100%	97%	N/A	67%	100%	43%	94%	100%	96%	100%	655%	N/A
CE	USACE	98%	98%	82%	101%	99%	89%	92%	100%	N/A	97%	98%	75%	91%	99%	79%	102%	86%	N/A
E1	USAREUR	61%	88%	100%	100%	100%	84%	99%	100%	N/A	51%	85%	100%	90%	96%	60%	100%	95%	N/A
FC	FORSCOM	73%	72%	102%	90%	98%	88%	94%	100%	N/A	73%	77%	100%	89%	97%	88%	96%	49%	N/A
G6	NETCOM	NA	NA	NA	NA	NA	NA	NA	100%	N/A	NA	NA	NA	NA	NA	NA	NA	78%	N/A
MA	MILITARY ACADEMY	79%	64%	88%	100%	96%	59%	95%	100%	N/A	68%	63%	100%	100%	98%	47%	80%	77%	N/A
MC	MEDCOM	96%	72%	126%	82%	92%	59%	95%	106%	N/A	86%	69%	122%	114%	103%	65%	97%	91%	N/A
MP	PERSCOM	NA	NA	30%	103%	96%	94%	NA	NA	N/A	NA	NA	17%	109%	90%	83%	NA	NA	N/A
MT	MTMC	73%	107%	42%	103%	110%	64%	130%	86%	N/A	71%	100%	44%	102%	111%	51%	100%	71%	N/A
MW	MDW	31%	84%	61%	120%	94%	28%	148%	100%	N/A	29%	100%	71%	96%	101%	22%	141%	85%	N/A
P1	USARPAC	99%	115%	116%	98%	87%	38%	81%	100%	N/A	85%	111%	108%	98%	98%	25%	100%	75%	N/A
P8	EUSA	NA	NA	NA	0%	92%	66%	73%	93%	N/A	NA	NA	NA	0%	100%	59%	86%	73%	N/A
RC	USAREC	168%	100%	60%	106%	101%	67%	103%	NA	N/A	68%	100%	40%	100%	103%	39%	142%	NA	N/A
SC	SMDC	NA	NA	NA	104%	100%	31%	100%	100%	N/A	NA	NA	NA	100%	100%	23%	100%	56%	N/A
SP	USASOC	80%	92%	46%	68%	83%	92%	86%	67%	N/A	90%	100%	55%	84%	97%	80%	97%	74%	N/A
TC	TRADOC	88%	90%	99%	98%	96%	89%	98%	102%	N/A	78%	95%	105%	101%	102%	87%	101%	102%	N/A
X1	AMC	100%	90%	83%	84%	93%	85%	92%	100%	N/A	96%	86%	80%	97%	109%	90%	99%	89%	N/A
SU	USARSO	NA	NA	NA	NA	NA	NA	58%	20%	N/A	NA	NA	NA	NA	NA	NA	100%	9%	N/A
SE	USAFMSA	59%	NA	122%	107%	125%	185%	93%	100%	N/A	67%	NA	133%	99%	97%	132%	100%	99%	N/A
SA	HQDA	75%	102%	76%	88%	93%	123%	111%	100%	N/A	76%	88%	67%	90%	92%	86%	98%	97%	N/A
CS	SAFETY CENTER	88%	93%	266%	102%	107%	138%	104%	100%	N/A	84%	88%	178%	94%	99%	123%	101%	135%	N/A
	ARPERSCOM	NA	105%	40%	96%	228%	NA	NA	NA	N/A	NA	100%	33%	100%	100%	NA	NA	NA	N/A
SB	FCR TRANSP.	170%	111%	143%	87%	96%	107%	112%	92%	N/A	105%	100%	112%	107%	102%	98%	105%	109%	N/A
SB	FCR CPA	NA	47%	123%	108%	97%	86%	110%	105%	N/A	NA	44%	100%	98%	101%	98%	99%	105%	N/A
SB	FCR LOGISTICS	NA	79%	114%	106%	98%	80%	131%	100%	N/A	NA	54%	85%	91%	103%	80%	100%	149%	N/A
	ARMY WIDE	96%	90%	93%	94%	97%	87%	98%	100%	100%	89%	86%	86%	95%	102%	83%	100%	94%	100%

3-9
Percent of Pre-Identified Emergency Essential Employees with Signed Agreements

FY04 Data by MACOM

Cmd Code	MACOM	Col A Emergency Essential (EE) Employee	Col B EE Employee not in EE Position	Col C EE Employee in EE Position	Col D EE in EE with Signed Agreements	Col E Percent with Signed Agreements
AC	CONTRACTING AGCY	6	3	3	3	100%
AS	INSCOM	14	3	11	9	82%
AT	OPER TEST & EVAL	3	3	0	0	NA
BA	IMA	103	38	65	20	31%
CB	CIDC	7	5	2	1	50%
CE	USACE	189	80	109	100	92%
E1	USAREUR	12	8	4	4	100%
FC	FORSCOM	22	6	16	15	94%
GB	NGB (Title 5 & 32)	3	3	0	0	NA
G6	SIGNAL CMD *	34	11	23	18	78%
HR	RESERVE CMD	1	1	0	0	NA
JA	JOINT **	32	7	25	25	100%
MA	MIL ACADEMY	19	19	0	0	NA
MC	MEDCOM ***	67	59	8	8	100%
MT	SDDC	31	5	26	12	46%
MW	MDW	2	2	0	0	NA
P1	USARPAC	25	1	24	11	46%
P8	8TH US ARMY	111	18	93	91	98%
SC	SPACE & STRAT DEF	1	1	0	0	NA
SP	USASOC	11	4	7	7	100%
TC	TRADOC ****	0	0	0	0	NA
X1	AMC	482	98	384	374	97%
	HQDA *****	16	14	2	2	100%
	ARMY WIDE	**1191**	**389**	**802**	**700**	**82.1%**

Col A: Emergency Essential (EE) employees are identified using DIN=PGF, codes 1-4.

Col B: Generally, EE employees should be in EE positions. EE positions are identified using DIN=JGE, codes C & D. This column shows errors - the number of EE employees who are not in EE positions.

Col C: This column shows the population for the analysis - EE employees in EE positions.

Col D: EE employees with signed agreements are identified using DIN=PGF, codes 1 & 3.

Col E: Col D divided by Col C.

* Includes command code CZ (Informations Systems Command) and FS (US Army Signal Command).

** Commands with Joint resource allocations include part of codes J1 (NATO/SHAPE) and JA (Joint Activities).

*** Includes command codes HS (Health Services Command) MC (Medical Cmd), MD (Surgeon General).

**** Includes RC (Recruiting Cmd) and PC (MEPCOM)

***** Includes command codes CS (Office, Chief of Staff, Army), MP (HRC),

SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff),

SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA), AU (Auditing Agency).

4-1
Satisfaction with Job

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
My job makes good use of my abilities				
strongly agree	8602	25%	2602	36%
agree	15363	45%	3427	47%
neither agree nor disagree	3422	10%	487	7%
disagree	4231	13%	545	7%
strongly disagree	2225	7%	240	3%
totals	33843	100%	7301	100%
I frequently think about quitting my job				
strongly disagree	9319	28%	2225	31%
disagree	9667	29%	2174	30%
neither agree nor disagree	6078	18%	1165	16%
agree	5497	16%	1143	16%
strongly agree	2917	9%	530	7%
totals	33478	100%	7237	100%
I find my work challenging				
strongly agree	7183	21%	2693	37%
agree	15070	45%	3377	46%
neither agree nor disagree	5951	18%	724	10%
disagree	3890	12%	371	5%
strongly disagree	1722	5%	139	2%
totals	33816	100%	7304	100%
I am often bored with my job				
strongly disagree	8939	27%	3101	43%
disagree	12219	36%	2633	36%
neither agree nor disagree	6340	19%	829	11%
agree	4474	13%	530	7%
strongly agree	1688	5%	155	2%
totals	33660	100%	7248	100%

4-1 (Cont.)
Satisfaction with Job

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
All in all, I am satisfied with my job				
strongly agree	7737	23%	2217	30%
agree	14948	44%	3323	46%
neither agree nor disagree	5652	17%	963	13%
disagree	3538	10%	553	8%
strongly disagree	1891	6%	246	3%
totals	33766	100%	7302	100%
Composite - Satisfaction with Job				
strongly agree	41780	25%	12838	35%
agree	67267	40%	14934	41%
neither agree nor disagree	27443	16%	4168	11%
disagree	21630	13%	3142	9%
strongly disagree	10443	6%	1310	4%
totals	168563	100%	36392	100%

4-1 (Cont.)
Satisfaction with Job

MACOM Breakout

MACOM	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
AMC		63%		75%
FORSCOM		67%		78%
MEDCOM		63%		74%
TRADOC		66%		78%
USACE		67%		79%
USAREUR		63%		76%
OTHER		63%		75%
TOTAL ARMY		**65%**		**76%**

4-2
Satisfaction with Career - Recommendation to Others

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
I would recommend that others pursue a career as a civilian with the Federal Government				
strongly agree	7436	22%	1473	20%
agree	14770	44%	3342	46%
neither agree nor disagree	5831	17%	1134	16%
disagree	3426	10%	877	12%
strongly disagree	2333	7%	454	6%
totals	33796	100%	7280	100%
I would recommend that others pursue a career as a civilian with the Army				
strongly agree	6387	19%	1312	18%
agree	13375	40%	2967	41%
neither agree nor disagree	6895	20%	1295	18%
disagree	4135	12%	1058	15%
strongly disagree	2878	9%	630	9%
totals	33670	100%	7262	100%
I would recommend that others pursue a career as a civilian with this organization				
strongly agree	5990	18%	1380	19%
agree	11678	35%	2714	37%
neither agree nor disagree	7026	21%	1341	18%
disagree	4964	15%	1085	15%
strongly disagree	4105	12%	736	10%
totals	33763	100%	7256	100%
Composite - Satisfaction with Career (Recommendation to Others)				
strongly agree	19813	20%	4165	19%
agree	39823	39%	9023	41%
neither agree nor disagree	19752	20%	3770	17%
disagree	12525	12%	3020	14%
strongly disagree	9316	9%	1820	8%
totals	101229	100%	21798	100%

4-2 (Cont.)
Satisfaction with Career

MACOM Breakout

MACOM	Employee Results			Supervisor Results	
	Count	Percent		Count	Percent
AMC		58%			63%
FORSCOM		55%			55%
MEDCOM		60%			61%
TRADOC		60%			60%
USACE		60%			61%
USAREUR		61%			64%
OTHER		58%			60%
TOTAL ARMY		**59%**			**61%**

4-3
Satisfaction with Supervisor

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
My supervisor clearly outlines the goals and priorities for my work				
strongly agree	6595	20%	1585	22%
agree	14035	42%	3117	43%
neither agree nor disagree	5399	16%	1097	15%
disagree	5115	15%	1006	14%
strongly disagree	2498	7%	454	6%
totals	33642	100%	7259	100%
My supervisor lets me know how well I am doing my work				
strongly agree	7471	22%	1783	25%
agree	14173	42%	3242	45%
neither agree nor disagree	5156	15%	1008	14%
disagree	4467	13%	807	11%
strongly disagree	2355	7%	426	6%
totals	33622	100%	7266	100%
My supervisor keeps me informed about matters affecting my job and me				
strongly agree	7319	22%	1969	27%
agree	13561	40%	3015	42%
neither agree nor disagree	5396	16%	1074	15%
disagree	4696	14%	729	10%
strongly disagree	2631	8%	455	6%
totals	33603	100%	7242	100%
My supervisor gives me the support and backing I need to do my job well				
strongly agree	8777	26%	2274	31%
agree	12904	38%	2884	40%
neither agree nor disagree	5461	16%	975	13%
disagree	3748	11%	633	9%
strongly disagree	2735	8%	501	7%
totals	33625	100%	7267	100%
My supervisor has a strong interest in the welfare of his/her employees				
strongly agree	9585	29%	2412	33%
agree	11582	35%	2660	37%
neither agree nor disagree	5937	18%	1105	15%
disagree	3407	10%	594	8%
strongly disagree	2989	9%	475	7%
totals	33500	100%	7246	100%

4-3 (Cont.)
Satisfaction with Supervisor

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
My supervisor is competent in handling the technical parts of his/her job				
strongly agree	10950	33%	2586	36%
agree	13656	41%	3067	42%
neither agree nor disagree	4492	13%	805	11%
disagree	2149	6%	452	6%
strongly disagree	2031	6%	310	4%
totals	33278	100%	7220	100%
I feel free to go to my supervisor with questions or problems about my work				
strongly agree	11410	34%	3022	42%
agree	13633	41%	2887	40%
neither agree nor disagree	3515	10%	576	8%
disagree	2692	8%	423	6%
strongly disagree	2370	7%	356	5%
totals	33620	100%	7264	100%
My supervisor provides me with career counseling				
strongly agree	5129	16%	1162	16%
agree	8847	27%	2025	29%
neither agree nor disagree	7973	24%	1701	24%
disagree	6473	20%	1325	19%
strongly disagree	4373	13%	876	12%
totals	32795	100%	7089	100%
Composite - Satisfaction with Supervisor				
strongly agree	67236	25%	16793	29%
agree	102391	38%	22897	40%
neither agree nor disagree	43329	16%	8341	14%
disagree	32747	12%	5969	10%
strongly disagree	21982	8%	3853	7%
totals	267685	100%	57853	100%

4-3 (Cont.)
Satisfaction with Supervisor

MACOM Breakout

MACOM	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
AMC		61%		66%
FORSCOM		64%		67%
MEDCOM		62%		65%
TRADOC		65%		71%
USACE		65%		73%
USAREUR		64%		67%
OTHER		63%		68%
TOTAL ARMY		**63%**		**69%**

4-4
Satisfaction with Management

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
Management is competent				
strongly agree	5006	15%	1471	20%
agree	14157	43%	3399	47%
neither agree nor disagree	7142	22%	1248	17%
disagree	4122	12%	724	10%
strongly disagree	2755	8%	395	5%
totals	33182	100%	7237	100%
Management treats employees with respect and consideration				
strongly agree	5329	16%	1537	21%
agree	13390	40%	3175	44%
neither agree nor disagree	6583	20%	1163	16%
disagree	4618	14%	861	12%
strongly disagree	3376	10%	499	7%
totals	33296	100%	7235	100%
Management makes timely decisions				
strongly agree	3716	11%	927	13%
agree	10274	31%	2527	35%
neither agree nor disagree	8392	25%	1673	23%
disagree	6615	20%	1418	20%
strongly disagree	3923	12%	677	9%
totals	32920	100%	7222	100%
Management rewards employees who show initiative and innovation				
strongly agree	4010	12%	1107	15%
agree	9320	29%	2599	36%
neither agree nor disagree	7742	24%	1544	22%
disagree	6399	20%	1195	17%
strongly disagree	5050	16%	717	10%
totals	32521	100%	7162	100%

4-4 (Cont.)
Satisfaction with Management

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
Management keeps employees informed				
strongly agree	3952	12%	1049	15%
agree	11687	35%	2992	42%
neither agree nor disagree	7681	23%	1554	22%
disagree	5812	18%	1040	14%
strongly disagree	4044	12%	571	8%
totals	33176	100%	7206	100%
Composite - Satisfaction with Management				
strongly agree	22013	13%	6091	17%
agree	58828	36%	14692	41%
neither agree nor disagree	37540	23%	7182	20%
disagree	27566	17%	5238	15%
strongly disagree	19148	12%	2859	8%
totals	165095	100%	36062	100%

4-4 (Cont.)
Satisfaction with Management

MACOM Breakout

MACOM	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
AMC		43%		57%
FORSCOM		51%		59%
MEDCOM		48%		55%
TRADOC		54%		61%
USACE		49%		60%
USAREUR		52%		56%
OTHER		50%		56%
TOTAL ARMY		**49%**		**58%**

4-5
Satisfaction with Promotion System

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
Employees at this installation have an equal chance to compete for promotions				
strongly agree	2542	8%	1094	15%
agree	10115	32%	3126	44%
neither agree nor disagree	6983	22%	1227	17%
disagree	6721	21%	1031	15%
strongly disagree	5195	16%	616	9%
totals	31556	100%	7094	100%
When promotions are made at this installation, the best qualified people are selected				
strongly agree	1645	5%	796	11%
agree	6346	21%	2490	36%
neither agree nor disagree	9388	31%	1896	27%
disagree	7363	24%	1228	18%
strongly disagree	5951	19%	603	9%
totals	30693	100%	7013	100%
Employees at this installation are treated fairly with regard to job placements and promotions				
strongly agree	1861	6%	917	13%
agree	7465	24%	2745	39%
neither agree nor disagree	9179	30%	1724	25%
disagree	7050	23%	1090	16%
strongly disagree	5459	18%	552	8%
totals	31014	100%	7028	100%
I am satisfied with the processes used to fill vacancies at this installation				
strongly agree	1788	6%	677	10%
agree	7444	24%	2378	34%
neither agree nor disagree	8752	28%	1596	23%
disagree	7328	23%	1542	22%
strongly disagree	6254	20%	881	12%
totals	31566	100%	7074	100%

4-5 (Cont.)
Satisfaction with Promotion System

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
The quality of candidates referred to me for vacancies in my work unit is high *				
strongly agree	NA	NA	507	8%
agree	NA	NA	2431	37%
neither agree nor disagree	NA	NA	1941	30%
disagree	NA	NA	1223	19%
strongly disagree	NA	NA	475	7%
totals	NA	NA	6577	100%
Composite - Satisfaction with Promotion System				
strongly agree	7836	6%	3991	11%
agree	31370	25%	13170	38%
neither agree nor disagree	34302	27%	8384	24%
disagree	28462	23%	6114	18%
strongly disagree	22859	18%	3127	9%
totals	124829	100%	34786	100%

* Item only on supervisor survey.

4-5 (Cont.)
Satisfaction with Promotion System

MACOM Breakout

MACOM	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
AMC		28%		53%
FORSCOM		27%		45%
MEDCOM		26%		41%
TRADOC		28%		45%
USACE		37%		59%
USAREUR		31%		45%
OTHER		34%		48%
TOTAL ARMY		31%		49%

4-6
Satisfaction with Awards and Recognition

Question	Employee Results		Supervisor Results	
	Count	**Percent**	**Count**	**Percent**
When I do a good job, it is recognized				
strongly agree	4390	13%	1333	19%
agree	13218	40%	3109	43%
neither agree nor disagree	7179	22%	1351	19%
disagree	5579	17%	960	13%
strongly disagree	2948	9%	437	6%
totals	33314	100%	7190	100%
When awards are given in my workgroup, they go to the people who earned them				
strongly agree	3224	10%	978	14%
agree	10174	33%	2792	39%
neither agree nor disagree	8842	28%	1755	25%
disagree	5396	17%	1099	16%
strongly disagree	3553	11%	454	6%
totals	31189	100%	7078	100%
Employees at this installation are treated fairly with regard to awards				
strongly agree	2425	8%	944	14%
agree	8366	27%	2561	37%
neither agree nor disagree	9032	29%	1767	25%
disagree	6801	22%	1210	17%
strongly disagree	4335	14%	499	7%
totals	30959	100%	6981	100%
If I perform my job especially well, I will receive an award				
strongly agree	3178	10%	1049	15%
agree	9406	30%	2539	36%
neither agree nor disagree	8637	27%	1776	25%
disagree	6160	19%	1095	16%
strongly disagree	4331	14%	570	8%
totals	31712	100%	7029	100%
Composite - Satisfaction with Awards and Recognition				
strongly agree	13217	10%	4304	15%
agree	41164	32%	11001	39%
neither agree nor disagree	33690	26%	6649	24%
disagree	23936	19%	4364	15%
strongly disagree	15167	12%	1960	7%
totals	127174	100%	28278	100%

4-6 (Cont.)
Satisfaction with Awards and Recognition

MACOM Breakout

MACOM	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
AMC		39%		55%
FORSCOM		43%		52%
MEDCOM		37%		46%
TRADOC		44%		54%
USACE		46%		61%
USAREUR		42%		54%
OTHER		44%		53%
TOTAL ARMY		**43%**		**54%**

4-7
Satisfaction with Discipline/Grievances/EEO Procedures

Question	Employee Results	
	Count	Percent
If I filed a grievance, it would be held against me		
strongly disagree	1143	4%
disagree	4017	16%
neither agree nor disagree	9045	36%
agree	7500	29%
strongly agree	3733	15%
totals	25438	100%
Top management at this installation actively supports the EEO program		
strongly agree	4241	14%
agree	13501	46%
neither agree nor disagree	8627	29%
disagree	1880	6%
strongly disagree	1226	4%
totals	29475	100%
Employees at this installation are treated fairly with regard to discipline		
strongly agree	2093	8%
agree	8658	31%
neither agree nor disagree	9083	33%
disagree	5339	19%
strongly disagree	2689	10%
totals	27862	100%
Employees at this installation are treated fairly with regard to grievances and appeals		
strongly agree	1632	7%
agree	6616	27%
neither agree nor disagree	10259	42%
disagree	3908	16%
strongly disagree	2269	9%
totals	24684	100%
Composite - Satisfaction with Discipline/Grievance/EEO Procedures		
strongly agree	9109	8%
agree	32792	31%
neither agree nor disagree	37014	34%
disagree	18627	17%
strongly disagree	9917	9%
totals	107459	100%

4-7 (Cont.)
Satisfaction with Discipline/Grievances/EEO Procedures

MACOM Breakout

MACOM	Employee Results	
	Count	Percent
AMC		34%
FORSCOM		36%
MEDCOM		37%
TRADOC		40%
USACE		43%
USAREUR		42%
OTHER		40%
TOTAL ARMY		**38%**

4-8
Satisfaction with Work Group

Question	Employee Results	
	Count	**Percent**
The people I work with do a good job		
strongly agree	9323	28%
agree	18196	55%
neither agree nor disagree	3811	11%
disagree	1582	5%
strongly disagree	470	1%
totals	33382	100%
My work group is well run		
strongly agree	7576	23%
agree	14331	43%
neither agree nor disagree	6073	18%
disagree	3715	11%
strongly disagree	1465	4%
totals	33160	100%
People in my group work well together		
strongly agree	8805	27%
agree	15733	47%
neither agree nor disagree	4800	14%
disagree	2715	8%
strongly disagree	1111	3%
totals	33164	100%
Composite - Satisfaction with Work Group		
strongly agree	25704	26%
agree	48260	48%
neither agree nor disagree	14684	15%
disagree	8012	8%
strongly disagree	3046	3%
totals	99706	100%

4-8 (Cont.)
Satisfaction with Work Group

MACOM Breakout

MACOM	Employee Results	
	Count	Percent
AMC		74%
FORSCOM		75%
MEDCOM		70%
TRADOC		76%
USACE		75%
USAREUR		74%
OTHER		74%
TOTAL ARMY		**74%**

4-9
Satisfaction with Amount of Authority

Question	Supervisor Results	
	Count	Percent
How much authority do you have to carry out the following personnel management responsibilities?		
Writing or changing job descriptions (i.e., classifying jobs)		
all I need	3251	49%
some. but not enough	2251	34%
none	1191	18%
totals	6693	100%
Recruiting and selecting employees		
all I need	3544	52%
some. but not enough	2608	38%
none	716	10%
totals	6868	100%
Changing the organizational structure of my work unit		
all I need	2429	36%
some. but not enough	2390	36%
none	1906	28%
totals	6725	100%
Assigning work to subordinates		
all I need	6063	85%
some. but not enough	957	13%
none	122	2%
totals	7142	100%
Evaluating work performance		
all I need	6019	84%
some. but not enough	926	13%
none	187	3%
totals	7132	100%
Giving monetary and honorary performance awards		
all I need	3596	51%
some. but not enough	2575	37%
none	842	12%
totals	7013	100%

4-9 (Cont.)
Satisfaction with Amount of Authority

Question	Supervisor Results	
	Count	Percent
Firing people		
all I need	1992	33%
some. but not enough	2031	34%
none	2016	33%
totals	6039	100%
Approving leave requests/controlling employee absences		
all I need	6091	86%
some. but not enough	777	11%
none	220	3%
totals	7088	100%
Taking disciplinary action		
all I need	4013	60%
some. but not enough	2097	31%
none	599	9%
totals	6709	100%
Taking action to improve substandard performance		
all I need	4173	61%
some. but not enough	2260	33%
none	414	6%
totals	6847	100%
Getting employees the training they need		
all I need	3671	52%
some. but not enough	2833	40%
none	575	8%
totals	7079	100%
Changing work processes or methods		
all I need	3889	55%
some. but not enough	2619	37%
none	530	8%
totals	7038	100%
Composite - Satisfaction with Amount of Authority		
all I need	48731	59%
some. but not enough	24324	30%
none	9318	11%
totals	82373	100%

4-9 (Cont.)
Satisfaction with Amount of Authority

MACOM Breakout

MACOM	Supervisor Results	
	Count	Percent
AMC		59%
FORSCOM		58%
MEDCOM		57%
TRADOC		61%
USACE		62%
USAREUR		58%
OTHER		58%
TOTAL ARMY		**59%**

4-10
Satisfaction with Training and Development

Question	Employee Results		Supervisor Results	
	Count	**Percent**	**Count**	**Percent**
My supervisor and I discuss my training and development needs at least once a year *				
strongly agree	5944	18%	NA	NA
agree	14098	43%	NA	NA
neither agree nor disagree	4585	14%	NA	NA
disagree	5053	15%	NA	NA
strongly disagree	3043	9%	NA	NA
totals	32723	100%	NA	NA
I receive the training I need to perform my job properly (e.g., on-the-job training, classroom instruction, conferences, workshops) *				
strongly agree	5484	17%	NA	NA
agree	14021	42%	NA	NA
neither agree nor disagree	5906	18%	NA	NA
disagree	4742	14%	NA	NA
strongly disagree	2999	9%	NA	NA
totals	33152	100%	NA	NA
Management supports continued training and development *				
strongly agree	6272	19%	NA	NA
agree	14215	43%	NA	NA
neither agree nor disagree	6124	19%	NA	NA
disagree	3644	11%	NA	NA
strongly disagree	2665	8%	NA	NA
totals	32920	100%	NA	NA
Employee Composite - Satisfaction with Training and Development				
strongly agree	17700	18%	NA	NA
agree	42334	43%	NA	NA
neither agree nor disagree	16615	17%	NA	NA
disagree	13439	14%	NA	NA
strongly disagree	8707	9%	NA	NA
totals	98795	100%	NA	NA

Satisfaction with Training and Development

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
I have had enough leadership training (e.g., directing subordinates, team building) to be an effective leader **				
strongly agree	NA	NA	2614	36%
agree	NA	NA	3132	43%
neither agree nor disagree	NA	NA	667	9%
disagree	NA	NA	649	9%
strongly disagree	NA	NA	152	2%
totals	NA	NA	7214	100%
I have had enough training in civilian personnel administrative procedures **				
strongly agree	NA	NA	1264	18%
agree	NA	NA	2677	37%
neither agree nor disagree	NA	NA	1260	18%
disagree	NA	NA	1614	22%
strongly disagree	NA	NA	369	5%
totals	NA	NA	7184	100%
I am able to get timely and quality training for my subordinates **				
strongly agree	NA	NA	1221	17%
agree	NA	NA	3002	42%
neither agree nor disagree	NA	NA	1360	19%
disagree	NA	NA	1180	17%
strongly disagree	NA	NA	333	5%
totals	NA	NA	7096	100%
Supervisor Composite - Satisfaction with Training and Development				
strongly agree	NA	NA	5099	24%
agree	NA	NA	8811	41%
neither agree nor disagree	NA	NA	3287	15%
disagree	NA	NA	3443	16%
strongly disagree	NA	NA	854	4%
totals	NA	NA	21494	100%

* Item only on employee survey.

** Item only on supervisor survey.

4-10 (Cont.)
Satisfaction with Training and Development

MACOM Breakout

MACOM	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
AMC		58%		68%
FORSCOM		63%		67%
MEDCOM		59%		61%
TRADOC		57%		63%
USACE		66%		68%
USAREUR		59%		58%
OTHER		60%		64%
TOTAL ARMY		**61%**		**65%**

4-11
Satisfaction with Fairness

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
Managers/supervisors deal effectively with reports of prejudice and discrimination				
strongly agree	2705	11%	1663	25%
agree	8469	35%	3114	47%
neither agree nor disagree	8721	36%	1061	16%
disagree	2700	11%	508	8%
strongly disagree	1827	7%	223	3%
totals	24422	100%	6569	100%
If I complained of discrimination, it would be held against me				
strongly disagree	2298	9%	1131	17%
disagree	6203	24%	2351	36%
neither agree nor disagree	9219	36%	1665	26%
agree	5371	21%	927	14%
strongly agree	2313	9%	402	6%
totals	25404	100%	6476	100%
Nonminority employees often get preferential treatment over minority employees				
strongly disagree	6631	23%	2094	31%
disagree	10341	37%	2938	43%
neither agree nor disagree	8385	30%	1364	20%
agree	1867	7%	276	4%
strongly agree	996	4%	156	2%
totals	28220	100%	6828	100%
Minority employees often get preferential treatment over nonminority employees				
strongly disagree	3539	12%	1197	18%
disagree	7922	28%	2306	34%
neither agree nor disagree	9091	32%	1798	26%
agree	5091	18%	1077	16%
strongly agree	2687	9%	462	7%
totals	28330	100%	6840	100%

4-11 (Cont.)
Satisfaction with Fairness

Question	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
Male employees often get preferential treatment over female employees				
strongly disagree	4911	17%	1663	24%
disagree	9882	34%	2759	40%
neither agree nor disagree	9450	33%	1631	24%
agree	3230	11%	588	9%
strongly agree	1410	5%	236	3%
totals	28883	100%	6877	100%
Female employees often get preferential treatment over male employees				
strongly disagree	4058	14%	1319	19%
disagree	10028	35%	2724	40%
neither agree nor disagree	9871	34%	1806	26%
agree	3314	11%	714	10%
strongly agree	1661	6%	301	4%
totals	28932	100%	6864	100%
Composite - Satisfaction with Fairness				
strongly agree	24142	15%	9067	22%
agree	52845	32%	16192	40%
neither agree nor disagree	54737	33%	9325	23%
disagree	21573	13%	4090	10%
strongly disagree	10894	7%	1780	4%
totals	164191	100%	40454	100%

4-11 (Cont.)
Satisfaction with Fairness

MACOM Breakout

MACOM	Employee Results		Supervisor Results	
	Count	Percent	Count	Percent
AMC		42%		61%
FORSCOM		46%		65%
MEDCOM		48%		62%
TRADOC		48%		60%
USACE		48%		64%
USAREUR		51%		62%
OTHER		48%		62%
TOTAL ARMY		**47%**		**62%**

4-12
Number of Formal Grievances
(Under Administrative Grievance Procedures)

MACOM Breakout - FY04

Cmd Code	MACOM	Formal Agency Grievances
AC	ACA	0
AE	ACQ EXEC SPT AGCY	0
AS	INSCOM	0
AT	ATEC	1
BA	IMA	32
CB	CID	1
CE	USACE	26
E1	USAREUR	14
FC	FORSCOM	1
G6	SIGNAL CMD*	0
GB	NGB (Title 5)	3
HR	RESERVE CMD	5
JA	JOINT **	7
MA	MIL ACADEMY	0
MC	MEDCOM***	13
MT	SDDC	0
MW	MDW	2
P1	USARPAC	3
P8	8TH US ARMY	0
SC	SPACE & STRAT DEF	0
SP	USASOC	0
SU	SOUTHCOM	0
TC	TRADOC ****	9
X1	AMC	18
	HQDA*****	11
ARMY WIDE		**146**

* Includes command code CZ (Informations Systems Command) and FS (US Army Signal Command).

** Commands with Joint resource allocations include part of codes J1 (NATO/SHAPE) and JA (Joint Activities).

*** Includes command codes HS (Health Services Command) MC (Medical Cmd), MD (Surgeon General).

**** Includes RC (Recruiting Cmd) and PC (MEPCOM)

***** Includes command codes CS (Office, Chief of Staff, Army), BA (IMA), MP (HRC),

SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff),

SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA), AU (Auditing Agency).

4-13
Number of Formal Grievances
(Under Procedures Negotiated with Unions)

MACOM Breakout - FY04

Cmd Code	MACOM	Negotiated Grievances
AC	ACA	2
AE	ACQ EXEC SPT AGCY	2
AS	INSCOM	0
AT	ATEC	0
BA	IMA	156
CB	CID	0
CE	USACE	127
E1	USAREUR	0
FC	FORSCOM	8
G6	SIGNAL CMD*	2
GB	NGB (Title 5)	0
HR	RESERVE CMD	65
JA	JOINT **	0
MA	MIL ACADEMY	0
MC	MEDCOM***	185
MT	SDDC	2
MW	MDW	7
P1	USARPAC	7
P8	8TH US ARMY	3
SC	SPACE & STRAT DEF	2
SP	USASOC	5
SU	SOUTHCOM	0
TC	TRADOC ****	74
X1	AMC	278
	HQDA*****	0
ARMY WIDE		**925**

* Includes command code CZ (Informations Systems Command) and FS (US Army Signal Command).

** Commands with Joint resource allocations include part of codes J1 (NATO/SHAPE) and JA (Joint Activities).

*** Includes command codes HS (Health Services Command) MC (Medical Cmd), MD (Surgeon General).

**** Includes RC (Recruiting Cmd) and PC (MEPCOM)

***** Includes command codes CS (Office, Chief of Staff, Army), MP (HRC),

SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff),

SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA), AU (Auditing Agency).

Work Force - Educational Level by PATCO

Number of Employees in Each Category Having Bachelor's Degree or Above by Fiscal Year

Category													
	93	**94**	**95**	**96**	**97**	**97**	**98**	**99**	**00**	**01**	**02**	**03**	**04**
ARMY													
Professional													
Degree	45,491	44,388	43,537	42,321	40,735	40,735	39,180	38,026	37,719	37,917	39,060	39,631	40,519
Non-Degree	6,772	6,754	6,472	6,287	6,260	6,260	6,268	6,386	6,690	6,879	7,078	7,198	6,684
Total Workforce	52,263	51,142	50,009	48,608	46,995	46,995	45,448	44,412	44,409	44,796	46,138	46,829	47,203
Administrative													
Degree	25,839	25,167	25,037	24,573	23,534	23,534	23,101	22,560	22,650	22,477	22,968	23,548	24,319
Non-Degree	36,550	34,895	33,823	33,176	32,427	32,427	32,114	32,276	32,989	34,316	35,240	35,978	36,957
Total Workforce	62,389	60,062	58,860	57,749	55,961	55,961	55,215	54,836	55,639	56,793	58,208	59,526	61,276
Technical													
Degree	5,117	5,065	5,014	4,642	4,331	4,331	4,113	3,870	4,239	3,679	3,790	3,822	4,009
Non-Degree	40,138	39,113	38,372	36,985	35,092	35,092	33,857	32,623	31,599	31,622	32,125	31,386	30,570
Total Workforce	45,255	44,178	43,386	41,627	39,423	39,423	37,970	36,493	35,838	35,301	35,915	35,208	34,579
Clerical													
Degree	2,692	2,365	2,298	2,044	1,862	1,862	1,675	1,514	1,636	1,352	1,348	1,376	1,474
Non-Degree	39,173	35,619	33,199	29,852	26,825	26,825	23,918	21,843	19,973	18,655	17,961	16,507	16,350
Total Workforce	41,865	37,984	35,497	31,896	28,687	28,687	25,593	23,357	21,609	20,007	19,309	17,883	17,824
Other													
Degree	274	286	261	274	259	259	264	277	282	296	408	457	503
Non-Degree	6,417	5,986	5,143	5,113	4,995	4,995	4,780	4,756	4,772	5,123	6,196	6,749	7,640
Total Workforce	6,691	6,272	5,404	5,387	5,254	5,254	5,044	5,033	5,054	5,419	6,604	7,206	8,143
DOD													
Professional													
Degree	149,133	144,406	140,317	136,119	128,267	128,267	123,903	120,919	119,835	119,984	121,931	124,736	NA
Non-Degree	19,950	19,751	19,472	20,475	20,199	20,199	22,505	21,093	24,395	19,965	21,458	19,082	NA
Total Workforce	169,083	164,157	159,789	156,594	148,466	148,466	146,408	142,012	144,230	139,949	143,389	143,818	NA
Administrative													
Degree	72,889	72,461	71,648	70,971	68,575	68,575	67,321	65,710	65,910	65,967	67,002	68,773	NA
Non-Degree	113,466	109,990	106,362	104,817	102,501	102,501	101,546	100,934	102,275	105,028	107,162	105,900	NA
Total Workforce	186,355	182,451	178,010	175,788	171,076	171,076	168,867	166,644	168,185	170,995	174,164	174,673	NA
Technical													
Degree	15,067	14,877	14,657	13,964	13,201	13,201	12,357	11,676	11,804	11,127	11,018	11,027	NA
Non-Degree	127,562	124,378	120,400	115,658	108,890	108,890	103,807	99,182	94,936	93,058	91,912	87,192	NA
Total Workforce	142,629	139,255	135,057	129,622	122,091	122,091	116,164	110,858	106,740	104,185	102,930	98,219	NA
Clerical													
Degree	6,862	6,320	5,739	5,227	4,802	4,802	4,292	3,895	3,860	3,429	3,359	3,372	NA
Non-Degree	110,876	102,115	91,847	83,462	76,212	76,212	68,546	62,762	57,639	53,569	50,275	45,330	NA
Total Workforce	117,738	108,435	97,586	88,689	81,014	81,014	72,838	66,657	61,499	56,998	53,634	48,702	NA
Other													
Degree	757	775	751	762	700	700	726	717	771	824	946	1,117	NA
Non-Degree	20,187	19,049	16,611	15,919	15,086	15,086	14,965	14,818	14,801	15,511	16,638	17,636	NA
Total Workforce	20,944	19,824	17,362	16,681	15,786	15,786	15,691	15,535	15,572	16,335	17,584	18,753	NA

Category	93	94	95	96	97	97	98	99	00	01	02	03	04
FEDERAL GOV'T													
Professional													
Degree	420,280	414,779	409,807	398,463	386,438	386,438	378,650	356,528	355,160	359,170	365,352	374,869	NA
Non-Degree	65,432	63,429	62,356	61,199	58,888	58,888	61,054	63,258	66,322	61,979	65,240	62,518	NA
Total Workforce	485,712	478,208	472,163	459,662	445,326	445,326	439,704	419,786	421,482	421,149	430,592	437,387	NA
Administrative													
Degree	266,105	263,228	258,994	256,887	254,929	254,929	257,497	256,290	260,433	267,243	276,199	285,407	NA
Non-Degree	282,634	279,820	274,821	272,656	268,992	268,992	273,898	283,444	289,079	298,161	311,396	319,865	NA
Total Workforce	548,739	543,048	533,815	529,543	523,921	523,921	531,395	539,734	549,512	565,404	587,595	605,272	NA
Technical													
Degree	55,836	55,311	52,974	51,715	51,176	51,176	50,442	46,636	46,530	45,999	46,795	47,181	NA
Non-Degree	348,170	338,774	323,226	314,529	305,526	305,526	299,082	298,296	293,393	300,040	329,838	343,233	NA
Total Workforce	404,006	394,085	376,200	366,244	356,702	356,702	349,524	344,932	339,923	346,039	376,633	390,414	NA
Clerical													
Degree	21,865	19,819	18,350	16,616	16,108	16,108	14,864	12,772	12,632	12,197	12,185	12,314	NA
Non-Degree	275,613	254,252	231,673	208,283	193,842	193,842	184,034	173,066	163,364	153,527	142,908	130,740	NA
Total Workforce	297,478	274,071	250,023	224,899	209,950	209,950	198,898	185,838	175,996	165,724	155,093	143,054	NA
Other													
Degree	5,878	6,004	6,183	6,513	6,491	6,491	7,087	7,247	7,971	8,343	8,190	8,828	NA
Non-Degree	45,206	42,900	40,120	39,988	39,561	39,561	40,502	40,862	42,249	45,103	46,936	49,423	NA
Total Workforce	51,084	48,904	46,303	46,501	46,052	46,052	47,589	48,109	50,220	53,446	55,126	58,251	NA

Army data include US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, and Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data.

5-3
Awards - Rate per 1000 Employees

Number of Awards in Each Category by Fiscal Year

Category	93	94	95	96	97	98	99	00	01	02	03	04
Army												
Monetary	203,054	164,138	171,254	188,755	173,600	177,811	172,783	176,517	170,934	175,961	183,297	182,035
Time Off	7,437	25,556	29,767	35,889	36,525	33,860	35,202	38,585	35,970	42,599	35,384	33,615
Total Awards	210,491	189,694	201,021	224,644	210,125	211,671	207,985	215,102	206,904	218,560	218,681	215,650
Size of the Workforce	260,292	247,871	239,741	228,456	217,263	207,651	200,835	197,154	196,537	199,889	198,541	202,362
DOD												
Monetary	660,929	592,854	617,060	610,341	587,899	584,743	567,335	549,435	503,884	539,117	542,106	NA
Time Off	32,599	134,254	207,434	217,699	138,083	123,909	114,377	135,631	124,099	145,534	156,379	NA
Total Awards	693,528	727,108	824,494	828,040	725,982	708,652	681,712	685,066	627,983	684,651	698,485	NA
Size of the Workforce	850,466	812,691	767,327	732,687	691,201	663,387	637,974	624,757	612,923	613,520	601,073	NA
Federal Government												
Monetary	1,416,187	1,320,022	1,404,666	1,236,390	1,267,623	1,355,444	1,355,171	1,418,996	1,375,692	1,413,716	1,444,784	NA
Time Off	40,144	173,211	267,257	313,751	252,866	234,591	252,395	293,480	286,508	332,352	325,251	NA
Total Awards	1,456,331	1,493,233	1,671,923	1,550,141	1,520,489	1,590,035	1,607,566	1,712,476	1,662,200	1,746,068	1,770,035	NA
Size of the Workforce	2,123,116	2,050,172	1,967,751	1,897,067	1,836,052	1,810,341	1,772,333	1,762,559	1,772,533	1,819,107	1,839,600	NA

Army data include all US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force and Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that because of their sizes, DOD data will heavily influence the Government-wide data just as Army data will influence the DOD data.

OPM changed the way it defines the Nature of Action (NOA) codes for awards in FY01. The NOA codes used prior to FY01 are: Monetary: 873, 874, 875, 876, 877, 878, 879, 885, 889, 891, 892; Time-off: 872. For FY01 and later, monetary award codes are 840, 841, 842, 843, 844, 845, 848, 871, 878, 879, and 892; time-off award codes are 846 and 847.

5-3 (Cont.)
Awards - Rate per 1000 Employees

MACOM Breakout of Number of Awards - FY04

Cmd Code	MACOM	Monetary Awards	Time-Off Awards
AC	CONTRACTING AGCY	2,099	183
AE	ACQ EXEC SPT AGCY	3,762	46
AS	INSCOM	1,255	390
AT	ATEC	3,457	142
BA	IMA	25,224	7,363
CB	CIDC	348	181
CE	USACE	44,312	1,469
E1	USAREUR	2,147	229
FC	FORSCOM	1,894	490
GB	NGB (Title 5 & 32)	327	17
G6	SIGNAL CMD *	2,120	480
HR	RESERVE CMD	2,542	1,781
JA	JOINT **	1,424	787
MA	MIL ACADEMY	565	175
MC	MEDCOM ***	15,105	8,733
MT	SDDC	1,401	468
MW	MDW	310	68
P1	USARPAC	738	394
P8	8TH US ARMY	430	39
SC	SPACE & STRAT DEF	1,382	123
SP	USASOC	1,275	725
SU	SOUTHCOM	108	0
TC	TRADOC ****	9,957	3,960
X1	AMC	49,289	2,808
	HQDA *****	10,564	2,564
ARMY WIDE		**182,035**	**33,615**

* Includes command code CZ (Informations Systems Command) and FS (US Army Signal Command).

** Commands with Joint resource allocations include part of codes J1 (NATO/SHAPE) and JA (Joint Activities).

*** Includes command codes HS (Health Services Command) MC (Medical Cmd), MD (Surgeon General).

**** Includes RC (Recruiting Cmd) and PC (MEPCOM)

***** Includes command codes CS (Office, Chief of Staff, Army), MP (HRC),

SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff),

SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA), AU (Auditing Agency).

5-4

Disciplinary/Adverse Actions - Rate per 1000 Employees

Number of Actions in Each Category by Fiscal Year

Category	93	94	95	96	97	98	99	00	01	02	03	04
Army												
Suspensions	755	652	693	789	871	845	812	802	753	744	703	821
Removals for Cause	901	770	446	455	468	372	531	594	502	515	558	494
Resignations While Adverse Action Pending	56	55	47	54	51	40	43	50	38	36	43	34
Change to a Lower Grade	10	13	8	21	4	4	8	17	16	7	13	12
Total Disc/Adverse Actions	1,722	1,490	1,194	1,319	1,394	1,261	1,394	1,463	1,309	1,302	1,317	1,361
Size of the Workforce	260,292	247,871	239,741	228,456	217,263	207,651	200,835	198,334	196,537	199,889	198,541	202,362
DOD												
Suspensions	2,981	2,721	3,215	3,456	3,450	3,102	2,920	3,010	2,778	3,093	3,054	NA
Removals for Cause	3,532	2,912	1,827	1,936	1,664	1,600	2,265	2,072	1,857	2,048	2,184	NA
Resignations While Adverse Action Pending	202	223	222	206	170	164	113	115	117	98	115	NA
Change to a Lower Grade	52	50	36	54	29	42	31	37	36	31	43	NA
Total Disc/Adverse Actions	6,767	5,906	5,300	5,652	5,313	4,908	5,329	5,234	4,788	5,270	5,396	NA
Size of the Workforce	850,466	812,691	767,327	732,687	691,201	663,387	637,974	624,757	612,923	613,520	601,073	NA
Federal Government												
Suspensions	7,288	7,660	8,737	8,888	9,027	8,402	7,343	8,318	8,070	9,113	9,609	NA
Removals for Cause	9,136	8,335	5,582	5,957	5,511	5,259	8,124	8,403	8,278	9,118	8,632	NA
Resignations While Adverse Action Pending	526	520	521	451	385	412	355	348	369	363	372	NA
Change to a Lower Grade	172	157	129	139	101	92	90	88	78	88	109	NA
Total Disc/Adverse Actions	17,122	16,672	14,969	15,435	15,024	14,165	15,912	17,157	16,795	18,682	18,722	NA
Size of the Workforce	2,123,116	2,050,172	1,967,751	1,897,067	1,836,052	1,810,341	1,772,333	1,762,559	1,772,533	1,819,107	1,839,600	NA

Army data include US-citizen appropriated fund employees (military & civil function). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, & Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army & Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that because of their sizes, DOD data will heavily influence the Government-wide data just as Army data will influence the DOD data.

Number of Actions in Each Category by Fiscal Year

The Nature of Action (NOA) and Legal Authority Codes (LACs) used are shown below. Note that these are the current LACs. The collection of historical data required the use of a few different LACs.

Suspensions:
NOA: 450   LAC: VAA, VAB, V4J & ZEM, VAV & ZEM, VAC, VWJ, VAD & USP, VAE &
                        USR, USP, USR
NOA: 452   LAC: VAJ, VHJ, USM

Removals for Cause:
NOA: 330   LAC: RYM, V5J, V6J, V7J, V8J, V4J & ZEM, VAJ, VHJ, UPM, UQM, LUM;
NOA: 356   LAC: QGM, QHM, VWP, VWR, U2M, LUM, VAJ
NOA: 385   LAC: L2M, L4M, L5M, L6M, L8M, V2M, VYM, VUM, LXM
NOA: 386   LAC: ZLK, ZLM, ZLJ, ZLL

Resignations While Adverse Action Pending:
NOA: 312   LAC: R5M, R7M, R8M, R9M, RUM
NOA: 317   LAC: R5M, RQM, RRM, RSM

Change to Lower Grade:
NOA: 713   LAC: QGM, QHM, VWP, L9M, VWR, U2M, U2M & N2M

Denial of within-grade increase (NOA 888, LAC Q5M, Q5M & VLJ) is not included because of concern about data accuracy.

5-4 (Cont.)
Disciplinary/Adverse Actions - Rate per 1000 Employees

Number of Actions in Each Category
MACOM Data for FY04

Cmd Code	MACOM	Suspension	Removal for Cause	Resignation While Adv. Act. Pending	Change to Lower Grade	Total Disc./ Adverse Actions
AC	CONTRACTING AGCY	5	4	0	0	9
AE	ACQ EXEC SPT AGCY	3	3	0	0	6
AS	INSCOM	3	0	0	0	3
AT	OPER TEST & EVAL	9	4	0	0	13
BA	IMA	186	93	7	2	288
CB	CIDC	1	3	0	0	4
CE	USACE	123	41	3	1	168
E1	USAREUR	6	6	1	0	13
FC	FORSCOM	5	4	0	1	10
G6	SIGNAL CMD *	3	6	1	0	10
GB	NGB (Title 5)	1	0	0	0	1
HR	RESERVE CMD	35	40	2	1	78
JA	JOINT **	3	3	0	0	6
MA	MIL ACADEMY	0	3	0	0	3
MC	MEDCOM***	178	99	9	5	291
MT	SDDC	8	2	0	0	10
MW	MDW	7	4	0	0	11
P1	USARPAC	4	2	0	0	6
P8	8TH US ARMY	1	2	0	0	3
SC	SPACE & STRAT DEF	2	3	1	0	6
SP	USASOC	3	4	2	0	9
SU	SOUTHCOM	0	1	0	0	1
TC	TRADOC ****	51	25	0	0	76
X1	AMC	146	117	4	2	269
	HQDA*****	38	25	4	0	67
	ARMY WIDE	**821**	**494**	**34**	**12**	**1,361**

* Includes command code CZ (Informations Systems Command) and FS (US Army Signal Command).

** Commands with Joint resource allocations include part of codes J1 (NATO/SHAPE) and JA (Joint Activities).

*** Includes command codes HS (Health Services Command) MC (Medical Cmd), MD (Surgeon General).

**** Includes RC (Recruiting Cmd) and PC (MEPCOM)

***** Includes command codes CS (Office, Chief of Staff, Army), MP (HRC),
SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff),
SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA), AU (Auditing Agency).

Disciplinary/Adverse Actions - Rate by RNO

Rate by Fiscal Year

Category	95	96	97	98	99	00	01	02	03	04
Minority	688	607	624	584	525	525	506	510	522	566
Non-Minority	860	905	935	710	706	727	733	772	806	890
Size of the Workforce	239,741	228,456	217,263	207,651	200,835	197,154	195,507	198,972	198,207	202,362
Minority Rate/1000	2.87	2.66	2.87	2.81	2.61	2.66	2.59	2.56	2.63	2.80
Non-Minority Rate/1000	3.59	3.96	4.30	3.42	3.52	3.69	3.75	3.88	4.07	4.40

The Nature of Action (NOA) codes used to define disciplinary actions are as follows:
    NOA 330, Removals
    NOA 385, Probationary Period Terminations
    NOA 450, Suspensions

RNO Breakout of Workforce

Number of Employees in Each Category by Fiscal Year

Category	93	94	95	96	97	98	99	00	01	02	03	04
Army												
Black	41,118	39,180	38,497	37,078	35,088	33,477	32,416	32,355	31,821	32,566	32,027	32,873
Hispanic	13,557	13,210	13,057	13,032	12,501	12,185	12,051	12,152	12,376	12,703	12,973	13,538
Asian/Pacific	6,222	6,008	6,118	5,979	5,897	5,751	5,703	5,769	5,906	6,236	6,429	6,645
Native American	2,762	2,723	2,753	2,632	2,472	2,359	2,333	2,332	2,250	2,264	2,218	2,203
White	193,904	184,128	176,570	166,887	158,350	150,955	145,260	142,741	141,713	143,711	142,681	143,844
Total Workforce	257,563	245,249	236,995	225,608	214,308	204,727	197,763	195,349	194,066	197,480	196,328	199,103
DOD												
Black	129,295	123,093	115,271	109,406	102,182	97,720	94,119	92,852	90,857	90,726	88,686	NA
Hispanic	48,338	47,074	45,561	44,655	43,143	41,119	38,789	37,297	36,403	36,535	35,325	NA
Asian/Pacific	32,231	31,317	30,089	29,074	27,753	26,778	26,267	25,559	25,771	26,775	25,863	NA
Native American	7,826	7,645	7,327	7,056	6,672	6,390	6,241	6,157	5,995	5,991	5,784	NA
White	621,052	591,785	557,317	531,137	500,079	479,964	460,692	451,542	442,873	442,043	434,209	NA
Total Workforce	838,742	800,914	755,565	721,328	679,829	651,971	626,108	613,407	601,899	602,070	589,867	NA
Federal Gov't												
Black	354,811	343,141	330,374	316,375	305,717	302,819	300,756	301,049	302,187	308,301	312,581	NA
Hispanic	118,396	117,037	116,327	115,869	114,884	115,675	114,859	115,483	118,716	125,035	130,637	NA
Asian/Pacific	68,891	69,118	69,115	68,384	67,793	67,973	65,617	66,244	69,060	73,200	75,878	NA
Native American	42,341	41,130	39,742	38,033	37,822	37,592	37,620	37,967	38,712	39,742	39,260	NA
White	1,520,494	1,464,548	1,397,023	1,343,494	1,294,953	1,271,308	1,238,035	1,226,815	1,229,108	1,257,348	1,265,545	NA
Total Workforce	2,104,933	2,034,974	1,952,581	1,882,155	1,821,169	1,795,367	1,756,887	1,747,558	1,757,783	1,803,626	1,823,901	NA

RNO categories other than those displayed (i.e., codes specific to Hawaii and Puerto Rico) and missing data result in the workforce totals for this indicator being slightly lower than the workforce totals for other indicators.

Army data include US-citizen appropriated fund employees (military & civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, & Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army & Air Force National Guard (Title 32) are excluded.

Government-Wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-Wide data will be heavily influenced by inclusion of DOD data; DOD data will be influence by inclusion of Army data.

Note that the data shown represent RNO codes A - E only. The inclusion of codes F - Y would change the percentages slightly.

6-2
Gender Breakout of Workforce

Number of Employees in Each Category by Fiscal Year

Category												
	93	94	95	96	97	98	99	00	01	02	03	04
Army												
Female	105,796	100,447	96,624	91,680	86,861	82,551	79,710	78,486	77,888	79,047	78,688	79,030
Male	154,498	147,424	143,116	136,776	130,402	125,100	121,125	119,848	118,640	120,827	119,846	123,330
Total Workforce	260,294	247,871	239,740	228,456	217,263	207,651	200,835	198,334	196,528	199,874	198,534	202,360
DOD												
Female	327,741	314,534	297,846	285,846	271,600	261,223	251,235	247,778	239,900	238,618	232,001	NA
Male	522,725	498,157	469,480	446,841	419,589	402,142	386,711	376,965	372,995	374,854	369,046	NA
Total Workforce	850,466	812,691	767,326	732,687	691,189	663,365	637,946	624,743	612,895	613,472	601,047	NA
Federal Gov't												
Female	925,138	898,697	867,928	834,739	811,044	803,766	793,095	793,288	797,368	811,210	819,327	NA
Male	1,194,698	1,151,199	1,099,820	1,062,327	1,024,995	1,006,549	979,209	969,255	975,134	1,007,829	1,020,149	NA
Total Workforce	2,119,836	2,049,896	1,967,748	1,897,066	1,836,039	1,810,315	1,772,304	1,762,543	1,772,502	1,819,039	1,839,476	NA

FY04 DOD and Government-wide data were not available at the time of publication.

Army data include US-citizen appropriated fund employees (military & civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, & Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army & Air Force National Guard (Title 32) are excluded.

Government-Wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-Wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data.

Representation of Individuals with Disabilities

Number of Employees in Each Category by Fiscal Year

Category	93	94	95	96	97	98	99	00	01	02	03	04
Army												
Disability	20,709	19,393	18,481	17,281	16,273	15,519	14,880	14,738	14,283	14,892	14,572	14,892
No Disability	239,585	228,478	221,260	211,175	200,990	192,132	185,955	183,596	182,254	184,997	183,969	187,470
Total Workforce	260,294	247,871	239,741	228,456	217,263	207,651	200,835	198,334	196,537	199,889	198,541	202,362
DOD												
Disability	74,972	70,830	65,267	61,053	56,627	53,168	50,284	48,107	46,542	47,355	45,406	NA
No Disability	775,494	741,861	702,060	671,634	634,574	610,219	587,690	576,650	566,381	566,165	555,667	NA
Total Workforce	850,466	812,691	767,327	732,687	691,201	663,387	637,974	624,757	612,923	613,520	601,073	NA
Federal Gov't												
Disability	151,444	145,397	139,861	132,609	127,320	124,384	122,515	120,864	121,002	123,583	125,692	NA
No Disability	1,968,672	1,904,775	1,827,890	1,764,458	1,708,732	1,685,957	1,649,818	1,641,695	1,651,531	1,695,524	1,713,908	NA
Total Workforce	2,120,116	2,050,172	1,967,751	1,897,067	1,836,052	1,810,341	1,772,333	1,762,559	1,772,533	1,819,107	1,839,600	NA

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Note that the Government-wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data.

Disability is defined as Handicap Codes 06 through 94.